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## Virtual Recruiting Analysis and Process Development Study: Final Report

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# **Virtual Recruiting Analysis and Process Development Study: Final Report**

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## Executive Summary

Each Navy Recruiting District (NRD) has recruiting goals to be achieved, often with limited resources. Recruiter productivity is a key metric that is carefully tracked. The desire to increase recruiter productivity while decreasing costs provides strong motivation for initiating innovative recruiting techniques such as Virtual Recruiting.

Virtual Recruiting provides Navy Recruiting Command (NRC) an alternative means to recruit, contract, and access applicants from remote locations that do not have the benefit of the physical presence of a recruiter or a Navy Recruiting Station (NRS). There are designated virtual areas within each NRD that require modifications to the current processes for prospecting, contacting, processing, and managing applicants and Future Sailors. While maintaining standards, any virtual process associated with contacting and shipping an applicant is accomplished remotely without the physical interaction of a recruiter. Actively recruiting in declared virtual areas has been suspended, to include school visits, area canvassing, active prospecting, transporting of applicants, testing, and interviews. The intent is to have no recruiting assets, including vehicles involved or engaged in picking up Future Sailors, in these virtual areas for the purpose of enlisting individuals into the Navy.

Virtual Recruiting was piloted within select NRDs in January of 2015. The ultimate goal of Virtual Recruiting was to gain efficiencies in production while, at the same time, reducing the physical recruiting footprint, i.e., less recruiting stations, less recruiter physical presence in some areas, and less physical contact with Future Sailors while in the Delayed Entry Program (DEP). Since the pilot began, the recruiting footprint has been reduced in both large cities and remote locations.

Funded by OPNAV N1T (MPT&E Research Modeling and Development Branch), NAWCTSD AIR Branch 4635 performed this study of the Navy's Virtual Recruiting pilot. It was determined that NRD Ohio would be the central functional customer. This study was an opportunity to provide an objective evaluation of the practices that make up Virtual Recruiting. NRD Ohio was the lead district piloting Virtual Recruiting. The study's period of performance was set at one-year maximum, commencing at the start of fiscal year 2017. The approach was based on interviews and shadowing with subject matter experts involved in virtual and active recruiting, analysis and documentation of recruiting practices, and analysis of recruiting data.

There were five significant sessions with recruiting, recruit training, and military entrance processing professionals: NRD Ohio's recruiting stations in Columbus and Toledo, Recruit Training Command (RTC) Great Lakes, and Military Entrance Processing Stations (MEPS) Memphis and Columbus (located in Gahanna, Ohio, a suburb of Columbus). The objective of the study was to gain in-depth insight into recruiting practices for recruiting Future Sailors virtually. These sessions were very informative and provided great detail on virtual and active recruiting.

The study generated these products: (1) a Virtual Recruiting process timeline, (2) a list of Virtual Recruiting technologies and metrics for evaluating those technologies, (3) a list of data and decision support systems and metrics, (4) empirical results from analysis of recruiting data, (5) recommendations for process improvements, and (6) a recommendation to develop a prototype Delayed Entry Program mobile-technology-based training tool.

Analysis of Virtual Recruiting was based on system behaviors and processes utilized for the propose of identifying, communicating, evaluating, obtaining contracts, and managing the DEP from initial contact with a prospective recruit to graduation from recruit training. The understanding and information for the diagram came from the recruiting staff's subject matter knowledge, NRC headquarters' analysts, the recruit training center, and the MEPS' staff. It is clear that the ultimate end

state is supplying capable Sailors to fill positions in the fleet, and recruiting's interest does not end with shipment to RTC. Figure 1 is the depiction of the Virtual Recruiting Timeline—it is a graphical representation of the process of recruiting and the phases Future Sailors must undergo, as eligibility filters are applied, from first contact through graduation from recruit training at RTC. The Virtual Recruiting Timeline denotes the current Navy systems recruiters utilize to document the interactions and exchanges of information between the recruiter and Future Sailor. Most significantly, it portrays the critical time where active and Virtual Recruiting merge. The DEP begins after the first MEPS visit and concludes upon shipping to RTC. DEP management is the most critical area where positive change can be implemented and relies on technology to facilitate the change. The diagram will continue to be used to discuss and communicate details of the Virtual Recruiting process to stakeholders.

The use of technologies is vital to Virtual Recruiting; it supports the central tasks that recruiters perform while managing DEP. As part of this study, we collected information from recruiters, IT professionals, and industry leaders, along with a cross section of younger digital natives (people who have grown up with, and become accustomed to, the presence of technology in their daily lives). Today, just over one-in-ten American adults are “smartphone-only” Internet users—meaning they own a smartphone, but do not have traditional home broadband service. With 92% of our age demographic of 18–29 years owning a smartphone and 8% using a cellphone only, it became clear that mobile technology would be essential to making Virtual Recruiting more effective (<http://www.pewinternet.org/fact-sheet/mobile/>; April 27, 2017). As displayed in Table 1: Virtual Technologies Metrics, Virtual Recruiting utilizes these technologies and other technologies for prospects, applicants, and Future Sailors to check-in, share, send, and receive information between Future Sailors and the recruiting staff; conduct group training, testing, physical fitness, and mentoring of Future Sailors by the recruiting staff; and arrange travel for Future Sailors to and from the MEPS.

Decision support systems are a necessary resource for organizations that have a good grasp of their processes and metrics. A decision support system is an interactive, software-based system intended to help analysts, knowledge managers, and decision makers compile useful information from raw data, documents, personal knowledge, and/or business models to identify and solve problems and make decisions. An initial challenge of this study was to seek opportunities to enhance an existing decision support system or recommend development of a new decision support system that could best benefit Virtual Recruiting. Within the Navy recruiting process, we mapped each system with the function that it affected. Table 2 represents categories for which existing decision support tools are utilized, such as, tracking leads, provided by National Advertising Leads Tracking System (NALTS) or tracking interactions of a Prospect and the Recruiter, as in the web-based Recruiter Tools (Web-RTools). Visits to MEPS for Future Sailors are tracked in Military Entrance Processing Command (MEPCOM) Integrated Reporting System (MIRS) and verified by Personalized Recruiting for Immediate and Delayed Enlistment Modernization II (PRIDE MOD II) as they enter DEP and Recruits ship to RTC; notice these systems map directly to the Virtual Recruiting Timeline, Figure 1. A recommendation to develop a prototype DEP training tool resulted from this effort.

The data used in this study was generated from the Navy Recruiting's PRIDE MOD II system. The analysis is oriented by accessions and attrition. Its range, for our analysis of Virtual Recruiting trends, includes fiscal years 2013 through 2017 (01 October 2012 through 28 February 2017). Fiscal years 2013 and 2014 are included for comparing virtual with active recruiting. The first virtually recruited



accession shipped to RTC at the end of February 2015. For both accessions and attrition, the DEP length ranged from less than 1 month to 19 months, with the most frequent DEP lengths ranging between 1 and 6 months. In discussions with Recruits at Recruit Training Command Great Lakes, we learned that DEP lengths greater than 6 months wear on the patience and commitment of Future Sailors. Further, we learned from recruiting professionals that Future Sailor attrition within the month, known as in-month attrition, is one of the most challenging cases of attrition because of the unexpected need to replace the Future Sailor with minimum time remaining prior to shipping. The career type and timing of the school seat are also challenge issues of an in-month attrite, since these factor into the choice of a replacement based on the original contract and ship date. The in-month attrition threshold percentage is approximately 3% and is closely monitored by each NRD. Most DEP lengths are within the less than 6-month horizon and represent the target population for the DEP training, based on our analysis.

There are opportunities to improve the Virtual Recruiting process and supplement active recruiting by (1) conducting an annual recruiting conference to share best practices for Virtual Recruiting, (2) establishing a means where Recruits that are near attrition from RTC can be reconnected with their recruiter to provide encouragement to continue and graduate, and (3) developing and using a mobile technology-based DEP training tool. DEP training that utilizes mobile-based technologies is highly recommended since Future Sailors do not have government equipment and will need to utilize personal devices, it capitalizes on the familiarity and access to mobile devices by the Future Sailor population, and it allows a platform for innovative delivery of training content, verification of use, testing and validation of learning, and collection of relevant trend analysis, planning, and decision making for Navy recruiting managers.

## Virtual Recruiting Study Execution

This study was necessary to evaluate and provide recommendations for the practice of Virtual Recruiting. NRD Ohio was the lead district among three districts (Minneapolis, Nashville, and Ohio) piloting Virtual Recruiting efforts beginning in January of 2015. The study's period of performance was set at one-year maximum, commencing at the start of fiscal year 2017. The approach was based on interviews and shadowing with subject matter experts involved in virtual and active recruiting, analysis and documentation of recruiting practices, and analysis of recruiting data.

There were five significant sessions with recruiting, recruit training, and military entrance processing professionals: NRD Ohio's recruiting stations in Columbus and Toledo, Recruit Training Command (RTC) Great Lakes, and Military Entrance Processing Stations (MEPS) Memphis and Columbus (located in Gahanna, Ohio, a suburb of Columbus). The objective of the study was to gain in-depth insight into recruiting practices for recruiting Future Sailors virtually. These sessions were very informative and provided great detail on virtual and active recruiting.

## Recruiting Station Visits

Station visits to Columbus and Toledo set the foundation for our understanding of Virtual Recruiting. The direction to conduct Virtual Recruiting was set by Navy Recruiting Command (NRC) headquarters using an optimization approach to identify the areas in which to employ virtual recruitment methods. This optimization approach was not explicitly part of this study. In short, areas where school visits were suspended were identified for Virtual Recruiting. There were three districts where Virtual Recruiting was piloted (Columbus, Ohio, Nashville, Tennessee, and Minneapolis, Minnesota, see Table 4: Virtual Accessions by Recruit District). In discussions with recruiters, we learned that:

- a. They are concerned with the length of time between initial contact with a potential recruit and obtaining a contract for that individual (“Contact to Contract”).
- b. There is an assumption that higher quality (i.e., high Armed Forces Qualification Test or AFQT scores) candidates are easier to retain and less likely to attrite.
- c. There is a desire to have a tool that would show Future Sailors that the Navy is the right place for them.
- d. There is a need for a process that works with virtually recruited Future Sailors.
- e. There is a need for help with training Future Sailors while in the Delayed Entry Program (DEP), the environment where a Sailor awaits shipping to recruit training.
- f. Virtual Recruiting is intended to give time back to recruiters to focus on targeted populations, such as Nuclear Engineering career field candidates or females.
- g. They are concerned with customer service to Future Sailors in DEP, which is measured by feedback they may receive from Future Sailors and their family members.
- h. There is a 25-mile radius outside each Navy Recruiting Station (NRS), which defines a Virtual Recruiting area.

On these visits, we gained an understanding of the decision support systems, data used to manage prospects (Web-RTools), and other systems used to manage Future Sailors through DEP (see the Data and Recruiting Decision Support Systems (DSS) section). Additionally, we witnessed the interactions between Future Sailors and their recruiter(s) at the recruiting stations. For example, we witnessed a mentoring session between a Future Sailor and the recruiter. The recruiter called the Future Sailor to attention and asked him to recite the “Eleven General Orders of a Sentry.” The Future Sailor knew most of the orders, but not completely. The recruiter corrected him on stance, posture, and knowledge of the orders. Afterwards, the recruiter pointed out that mentoring is difficult in a virtual environment because the opportunity to mentor a Future Sailor on physical presence, procedures, and knowledge of content is best performed in person. The complete trip reports for these visits are included in Appendices I and J.

## RTC Visit

As part of a recruiter training visit to RTC, we participated in a thorough tour of RTC spanning recruits arriving to RTC through the graduation ceremony as Sailors ready for advanced training or serving in the fleet. This was a 3-day visit where we interacted and witnessed separate groups of recruits at varying stages of recruit training. We did not follow one single group from arrival through graduation; we witnessed separate groups at each phase of recruit training. The complete trip report is included in Appendix K. Significant highlights were:

- a. A primary objective of RTC is to build teams (i.e., Divisions); this is also called “Sailorizing recruits.”
- b. Two original forms of identification are required to obtain a Common Access Card (CAC).
- c. Recruits that score high on the DEP test are promoted to E2/E3.
- d. Approximately 60% of the recruits fail the initial Physical Fitness Assessment (PFA).
- e. Approximately 80% pass the written test.
- f. Special division groups are created for recruits that play a musical instrument, participated in band, are part of a buddy program, have a significant other also in training, have prior military service, or are involved with a host of other special programs.
- g. Some recruits felt a DEP length of greater than 6 months was too long.
- h. There is a need to have recruiters in contact with a recruit who is about to attrite in an effort to encourage him/her to continue training.

- i. A primary reason given for an RTC attrite is “unspecified mental disorder,” (e.g., homesickness).
- j. The RTC CO’s Top 6 (no sexual harassment, no substance abuse, no racism or discrimination, no fraternization, no recruit contact, and no hazing) should be introduced during DEP, as not knowing this is a critical reason why recruits are set back in training.

The recruiters that participated in these tours gained insightful feedback on the Future Sailors they are sending to RTC. It was obvious that recruiters are not only concerned with obtaining contracts, but are also concerned with attracting and recruiting the best Future Sailors to meet the demands of the fleet. More importantly, recruiters are willing to continue connections with recruits to ensure their success through recruit training. One of the primary recommendations of this study is to create a means where recruiters can be contacted when a recruit, for which they recruited, is threatening to attrite and could benefit from a reconnection with his/her recruiter.

## Military Entrance Processing Station Visits

There were two MEPS visits, i.e., Memphis and Columbus. Both stations are located in piloted Virtual Recruiting districts. The Memphis location has begun a separate pilot called Navy Talent Acquisition Force (NTAF). NTAF is a method of recruiting that involves teams that collaborate throughout the recruiting process to contact potential recruits, mentor and train Future Sailors, and manage their DEP experiences as would be conducted by an individual recruiter in the current system. NTAF is a pilot that began in Memphis, i.e., Navy Recruiting District Nashville, in June of 2016 and expanded to New Orleans, Louisiana, and Portland, Oregon, in April of 2017. NTAF was not explicitly part of this study, but is mentioned for knowledge of future initiatives. The Columbus location differed from Memphis MEPS location in how Future Sailors received services at the MEPS on their visit. Columbus is not part of the NTAF pilot and follows the current processes for recruiting. We witnessed recruiter’s interactions with their Future Sailors in efforts to ensure they met the MEPS milestones. Significant takeaways were:

- a. Transportation is provided for MEPS visits: home to hotel, between hotel and MEPS, and MEPS to airport.
- b. MEPS visits are for verification of those shipping and Future Sailors on their initial visit.
- c. Classification, contracting, and administering of the oath are major functions performed at MEPS. However, under the NTAF pilot, they can be performed at the Future Sailor’s preferred location.
- d. Data systems employed are Personalized Recruiting for Immediate and Delayed Enlistment Modernization II (PRIDE MOD II), MEPCOM Integrated Reporting System (MIRS), and MEPS-Track.
- e. One goal is to achieve paperless processing (currently not the case).
- f. Biometric identification is utilized.
- g. For safety and security, Future Sailors are monitored and tracked throughout the building while present at MEPS.
- h. There are challenges related to “wet signatures” or certification of original documents (e.g. birth certificates, Social Security Cards, etc.).

## Virtual Recruiting Process

The analysis of Virtual Recruiting was based on system behaviors and processes utilized for the purpose of identifying, communicating, evaluating, obtaining contracts, and managing the DEP from initial contact with a prospective recruit to graduation from recruit training. Throughout this study, it became clear that the ultimate end state is graduation from RTC, and the recruiting interest does not end at shipment to RTC. Figure 1 is the depiction of the Virtual Recruiting Timeline—it is a graphical representation of the process of recruiting and the phases a Future Sailor must undergo from first contact through graduation from recruit training at RTC. The understanding and information for the diagram came from the recruiting staff's subject matter knowledge, NRC headquarters' analysts, the recruit training center's staff, and the MEPS' staff. Our hope is this diagram will be used by others to understand and discuss Virtual Recruiting processes.

From left to right on the diagram, the population of potential recruits will be contacted or they themselves will make contact with a Navy recruiting resource, e.g., recruiter, website, etc. At this stage, these individuals are called "prospects." A Navy recruiting resource could be a recruiter located at a recruiting station, a center of influence such as a high school or community center, or via an online resource such as "www.navy.com." Navy recruiters might make initial contact with potential recruits using information they have obtained from the National Advertising Leads Tracking System (NALTS). For prospects, Navy recruiters are expecting to identify potential recruits and have some form of contact with these individuals via telephone or use of a computer-based technology (see the Virtual Technologies section). Contrast this approach with active recruiting, where there would be an in-person interaction at this stage. Blueprinting occurs here, where questions are being asked of the prospect relating to mental attitude, morals, and medical information (the 3Ms). Filtering occurs to determine the prospect's eligibility for Navy service and whether to continue pursuit by Navy recruiting to become an applicant.

From the population of prospects, the individuals "not" determined ineligible for Navy service become applicants and begin to share personal documentation, e.g., medical information and official records such as birth certificates, Social Security Cards, etc. The Navy begins to generate records for these individuals and stores this information in the Navy's Recruiter Tools application (Web-RTools). Various tests are administered at this stage. The Prescreen Internet Based Computerized Adaptive Test (PiCAT) is a computerized un-proctored Armed Services Vocational Aptitude Battery (ASVAB) test that is accessed after a recruiter has provided a link to an applicant based on his/her Social Security Number (SSN). Enlistment Screening Test (EST) is an abbreviated test that can be taken at a Navy Recruiting Station (NRS) to gauge an applicant's aptitude for Navy training or programs. Both are verified by an ASVAB administered at MEPS. There are paper/pencil ASVABs (P&P ASVAB) given at high schools, but these do not include the Coding Speed (CS) and Assembling Objects (AO) modules of the test, which are discontinued and not used to make up an applicant's line scores respectively. For Navy to record high school ASVAB scores in PRIDE MOD II, prospects must submit a Form 680-3A-E. An ASVAB taken at MEPS can be a verification test, which takes a little over 20 minutes and begins with questions similar in complexity to PiCAT or EST achievements or a Full ASVAB. Full ASVAB, called the CAT-ASVAB for computerized, is adaptive. The complete CAT-ASVAB with all modules is only distinguished from the verification test by its length. A verification test will turn into a Full ASVAB if the applicant takes too long or answers questions incorrectly from earlier tests since the test adapts to your ability. The Armed Forces Qualification Test (AFQT) is comprised of 4-line scores (arithmetic reasoning, mathematic

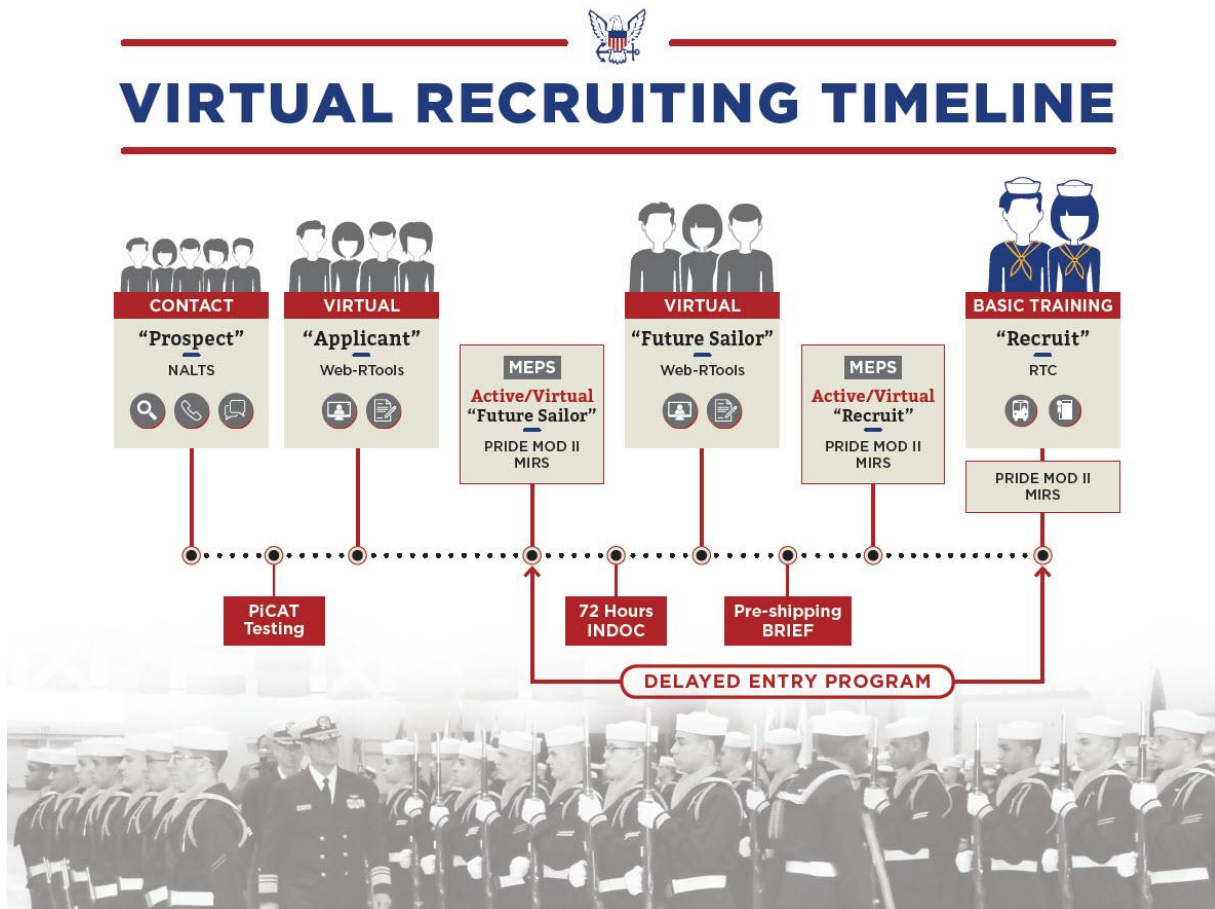
knowledge, word knowledge, and paragraph comprehension) from the ASVAB to determine your eligibility for military service. Line scores on the ASVAB determine eligibility for jobs/programs in the Navy. Filtering occurs as documentation and test scores are verified.

From the population of applicants, the individuals that remain eligible will have an initial visit to a Military Entrance Processing Station (MEPS). All services utilize the same MEPS, which is a Department of Defense joint-service organization staffed with military and civilian personnel. Their job is to determine an applicant's physical qualifications, aptitude, and moral standards as set by each branch of military service, the Department of Defense, and federal law. Active and virtual recruits each undergo MEPS processing. This is the first phase of the process where the virtual and active recruited groups merge. At this stage, additional recording of information occurs for each applicant as he/she becomes a Future Sailor. Personalized Recruiting for Immediate and Delayed Enlistment Modernization II (PRIDE MODE II) and the MEPS Integrated Reporting System (MIRS) are the two systems where Future Sailor information is recorded and maintained. Most importantly, the Delayed Entry Program (DEP) begins as Future Sailors obtain a “contract” that provides a reservation (referred to in the data systems as the first reservation date) to attend recruit training. MEPS-Track is a system used by MEPS to provide local recruiters with status information (e.g., physical verification complete, Basic Enlistment Eligibility Requirements (BEERs) paperwork outstanding, waivers needed, etc.) on each applicant/Future Sailor. MEPS-Track is updated daily for the recruiting stations to access.

Next, Future Sailors must undergo a “72-hour indoctrination” process and cannot ship to RTC in fewer than 30 days of receiving a contract. Virtual recruited Future Sailors may potentially provide documentation, receive training, and maintain interactions via the use of computer-based technologies (see the Virtual Technologies section). Active recruited Future Sailors continue to provide documentation, training, and interactions primarily in-person at recruiting stations or other designated meeting locations (i.e., Centers of Influence such as high schools or YMCAs). A pre-shipping brief is presented prior to the second MEPS visit. The purpose of the pre-shipping brief is to further prepare Future Sailors for what they will experience at RTC.

The second MEPS visit is used to verify the 3Ms (with an emphasis on physical and moral dimensions). A final review of the contract is completed, biometrically signed, and the oath is administered. A travel brief is conducted before buses are loaded to transport Future Sailors to the airport. This is the last interaction prior to shipping. Again, this is a stage where actively recruited and virtually recruited Future Sailors merge. The final stage represents basic training (also called recruit training). Future Sailors become “Recruits” upon shipping and will remain Recruits until graduation from RTC.

Figure 1: Virtual Recruiting Timeline



## Virtual Technologies

The use of technologies is vital to Virtual Recruiting. As part of this study, we collected information from recruiters, IT professionals, and industry leaders, along with a cross section of younger digital natives (people who have grown up with, and become accustomed to, the presence of technology in their daily lives). As displayed in Table 1, Virtual Technologies Metrics, Virtual Recruiting utilizes the below technologies for prospects, applicants, and Future Sailors:

**Check-in:** allows Future Sailors to periodically check-in with recruiters

**Information Sharing:** sharing of information between recruiters and Future Sailors

**Send Information:** recruiters send information to Future Sailors

**Receive Information:** recruiters receive information from Future Sailors

**Group Training:** recruiter-led group training with multiple Future Sailors in separate locations

**Testing:** recruiters verify learning objectives through testing

**Physical Fitness:** recruiters instruct and monitor physical fitness training

**Mentoring:** recruiters mentor Future Sailors for required entrance skills, e.g., saluting

**Arrange Travel:** arrange travel from home to the MEPS or other required destinations

**Track & Document Milestones:** track and document completed and pending training milestones



As referenced in Figure 1, these activities begin to occur at the point of initial contact and are necessary throughout delayed entry. For example, some contacts are initiated via Skype, FaceTime, etc. The primary challenge/concern mentioned by MEPS' staff, recruiters, and RTC's staff was the transfer and storage of personal information being provided by Future Sailors since recruiters must verify original birth certificates or Social Security Cards. The Future Sailor's medical records are an example. A medical brief is given at the MEPS to recreate the complete medical history of the Future Sailor. The solution to this challenge is still being sought and may be addressed by certified copies, paperless processes, etc., or it will be included in the recommended follow-on study. However, these categories are immediately useful and are strongly recommended for evaluating technologies to enhance Virtual Recruiting.

Table 1: Virtual Technologies Metrics

<u>Technologies</u>	<u>Check-in</u>	<u>Information Sharing</u>	<u>Send Information</u>	<u>Receive Information</u>	<u>Group Training</u>	<u>Testing</u>	<u>Physical Fitness</u>	<u>Mentoring</u>	<u>Arrange Travel</u>	<u>Track &amp; Document Milestones</u>	<u>Challenges</u>
Blackboard		X	X	X	X	X	X	X		X	Not live
Skype Enterprise	X	X			X	X	X	X			Bandwidth
Chat Room	X	X			X			X		X	No visual
SnapChat	X	X			X			X		X	Time limit
Vine		X									Time limit
LinkedIn		X						X			Not live
Facebook	X	X			X		X	X		X	No document sharing
Twitter		X						X		X	Character limit
YouTube		X					X	X		X	Not live
Instagram		X			X			X		X	Apple only device
Flickr								X			Pictures only
Pinterest		X	X	X	X	X	X	X		X	Not live
Tumblr		X			X			X		X	Not live
Navy4Moms		X						X			Not live
Google+		X	X					X		X	Android only device
Myspace		X			X			X		X	Not live
iCloud		X	X	X	X	X	X	X		X	Not live
Quizlet	X	X	X	X	X	X	X	X		X	Fee \$35/year
Simply Hired		X						X			Discontinued
Uber									X		Credit card use only
Lyft									X		Credit card use only
Grab									X		Credit card use only
FaceTime	X	X			X	X	X	X		X	Apple only device
ARMDEC SAFE		X	X	X				X		X	Time limit
DCS/DCO	X	X	X		X	X	X	X		X	Need CAC
ZipRecruiter		X						X		X	Not live
WAZE									X		Safety Risk
NetMeeting	X	X						X			Discontinued

## Data and Recruiting Decision Support Systems (DSS)

Decision support systems are a necessary resource for organizations that have a good grasp of their processes and evaluation metrics. A decision support system is an interactive, software-based system intended to help analysts, knowledge managers, and decision makers compile useful information from raw data, documents, personal knowledge, and/or business models to identify and solve problems and make decisions. An initial challenge of this study was to seek opportunities to enhance existing decision

support systems or recommend development of a new decision support system that could best benefit Virtual Recruiting. Table 2 represents categories for which existing decision support tools are utilized - these categories map directly to the Virtual Recruiting Timeline, Figure 1.

These tools are currently in use; the web-based Standardized Territory Evaluation and Analysis for Management (Web-STEAM) tool is the system used to align Navy recruiting districts by zip code. National Advertising Leads Tracking System (NALTS) is a database containing name lists of leads, and is used to generate all direct mail and newspaper initiatives, process incoming responses, forward qualified leads to recruiters, (including No-Cost leads), and track the disposition of all leads forwarded to recruiters, including the NALTS leads generated from national advertising. Web-based Recruiter Tools (Web-RTTools) are used to document all interactions of the recruiter with the Future Sailor. Personalized Recruiting for Immediate and Delayed Enlistment Modernization II (PRIDE MOD II) supports the Navy Recruiting Command's real-time business process for managing recruiting by providing full web-enabled communication with Navy and DoD partners across all aspects of the accession process. The MEPCOM Integrated Reporting System (MIRS) is a database system used at MEPS to track applicant eligibility and test results. MEPS Tracker is the system used by MEPS to schedule and track Future Sailors visiting MEPS and provides the final status of a MEPS visit to the Recruiting Station.

These systems appear to provide the appropriate level of support based on their design and use. Our biggest challenge was obtaining data to represent a prospect from his/her initial contact through RTC graduation. We understand this is linked by multiple systems such as Web-RTTools and PRIDE MOD II. Utilizing the timeline provided in Figure 1, we mapped each system with the function that it affected. Further use of this cross-reference is recommended.

It was determined early that DEP management was the most critical area where an effective training tool would benefit Virtual Recruiting. Our recommendation is for development of a mobile technology recruiting and training tool into a deployable DEP management training tool based on the conclusions of this study.

*Table 2: Data and Recruiting Support System Metrics*

<u>Support System</u>	<u>LEADS</u>	<u>Prospects</u>	<u>Future Sailor initial MEPS visit</u>	<u>Future Sailor DEP</u>	<u>Future Sailor 2<sup>nd</sup> MEPS visit</u>	<u>Recruit RTC</u>	<u>Issues</u>
Web-STEAM	X						Old/Integration of data
NALTS	X						Data pushes/Not connected
Web-RTTools		X	X	X	X		Writes over data
PRIDE MOD II			X		X	X	Being updated
MIRS			X		X	X	Lacey back-end
MEPS Tracker			X	X	X		Old/Manual, System/District CO

## Recruitment Analysis

Our initial assumptions about analysis of recruitment data are listed in the upper section of Table 3, (see “Proposed Analysis”), and the assumptions about Virtual Recruiting are listed in the lower section (see “Assumptions about Virtual Recruiting”). Our objectives were to study recruitment data in an effort to understand the impact of Virtual Recruiting, explore trends, and develop metrics for ongoing use.



Table 3: Initial Assumptions

<b><u>Proposed Analysis</u></b>	<b><u>Accomplished</u></b>
LEAD to contract ratio	
Recruiter productivity (conducted by district, see Table 4)	✓
Average time from Contact to Contract	
Dropout (attrition) rate from 1 <sup>st</sup> MEPS visit, by area code and reason code	
Fraudulent enlistments by area code and reason (see Table 19)	✓
Analysis of DEP attrition reason codes (see Table 19)	✓
Analysis of high school senior populations along with average ASVAB score >49 (see Appendix D)	✓
Analysis of distances between Navy Recruiting Stations and MEPS by areas	
Analysis of ASVAB scores by population by zip code (see Appendix D)	✓
Analysis of test scores from START guide materials	
Analysis of waivers per applicant (conducted by recruitment method, see Table 10 and Figure 4)	✓
Analysis of referrals that become contracts	
Analysis of female recruiters by division	
Analysis of DEPs per station under Virtual Recruiting (see Table 4)	✓
Analysis of length of DEP by station (conducted by recruitment method, see Tables 6 and 14)	✓
Analysis of recruit station walk-ins	
Analysis of prospects currently attending school vs. those not	
Analysis of prospects that provide referrals	
Analysis of prospects per shuttle, by week, by month	
Magnitude of in-month attrition (see Table 17)	✓
Waiver frequency analysis (see Appendix D)	✓
Analysis of how high-quality recruits are managed in DEP	
How to identify Future Sailors that would become problem recruits	
<b><u>Assumptions about Virtual Recruiting</u></b>	<b><u>Confirmed</u></b>
Challenging to get original documents from Future Sailors	✓
Future Sailor quality control	
Lack of Navy presence or visibility in geographic areas	
Parents of Future Sailors not wanting to put their SSN in a document being mailed	✓
How to get non-paid leads	
Hard to recruit women and nukes	✓
Future Sailors worried about identity theft, as a result of sending documents	✓
Recruiters may not get a “warm and fuzzy” from the Future Sailor due to lack of in-person contact	✓
Accessing social media site from a phone	✓
Contact to contract is longer for virtual recruits	

**Note:** Descriptions in this table are from the original notes from the beginning of the study. Additional analysis was performed and is included throughout this report. Blanks in the accomplished/confirmed column mean the analysis was not fully accomplished in this study due to availability of data or time to complete the analysis, but is relevant for future studies.

The data used in this study was generated from the PRIDE MOD II system. Its range, for analysis of Virtual Recruiting trends, includes fiscal years 2013 through 2017 (01 October 2012 through 28 February 2017), recording a total of 362 virtually recruited accessions. The Virtual Recruiting pilot began in January 2015, with the first virtually recruited accession (Recruitment Type Code ‘699’) at the end of February 2015. Fiscal years 2013 and 2014 are included for comparing virtual with active recruiting. The data is oriented by accession and attrition. The variables included in the data extract and the variables generated as part of the analysis are included in tables (located in Appendix A). See Table 5 for

accessions. The last three digits of the Recruiting Station ID (RSID) represent the recruiting method. In our analysis, we created a separate field for this 3-digit value and called it “Recruitment Type.”

Table 4 displays the spread across Navy Recruiting Stations, based on their net virtual recruited accessions, since the initial pilot in January 2015. Ohio, Nashville, and Minneapolis were the stations included in the pilot. In the first fiscal year, Nashville did not produce any virtual accessions. In the only full fiscal year (fiscal year 2016), the combination of Ohio, Minneapolis, and Nashville produced 54.59% of the total virtual accessions. Thus far in fiscal year 2017, the 3 initial pilot stations produced 34.17% of the virtual accessions, while many other recruiting stations have begun to produce virtual accessions.

*Table 4: Virtual Accessions by Recruit District*

<b><u>Fiscal Year</u></b>	<b><u>Recruiting Station</u></b>	<b><u>District ID</u></b>	<b><u>Virtual Accessions</u></b>
FY15	NRS Cyber Ohio	118	10
	NRS Cyber Minneapolis	228	3
FY16	NRS Cyber Atlanta	113	2
	NRS Cyber Nashville	114	27
	NRS Cyber Ohio	118	51
	NRS Cyber Denver	225	14
	NRS Cyber Minneapolis	228	47
	NRS Cyber Phoenix	230	5
	NRS Cyber Portland	237	3
	NRS Cyber Seattle	239	40
	NRS Cyber San Antonio	246	18
	NRS Cyber St Louis	247	22
FY17 (Oct – Feb)	NRS Cyber New England	102	5
	NRS Cyber Jacksonville	112	4
	NRS Cyber Atlanta	113	2
	NRS Cyber Nashville	114	12
	NRS Cyber Richmond	116	4
	NRS Cyber Ohio	118	9
	NRS Cyber Philadelphia	119	1
	NRS Cyber Pittsburgh	120	1
	NRS Cyber New Orleans	134	1
	NRS Cyber Chicago	221	1
	NRS Cyber Denver	225	21
	NRS Cyber Minneapolis	228	20
	NRS Cyber Phoenix	230	5
	NRS Cyber Houston	232	1
	NRS Cyber Los Angeles	236	2
	NRS Cyber San Francisco	238	3
	NRS Cyber Seattle	239	3
	NRS Cyber San Diego	240	1
	NRS Cyber San Antonio	246	14
	NRS Cyber St Louis	247	10

**Note:** The accessions totals are 13, 229, and 120, respectively, for the 3 fiscal-year time periods represented. The Recruiting Station number is provided as a six-digit numerical value of which the first three digits represent the district ID (see District ID in the table above) and the last three digits represent the type of recruitment (699 represents virtual). The last 3 digits, e.g., 699 are not displayed in the table above. The 699 recruitment records were not counted when evaluating active recruitment.

## Recruitment Analysis – Accessions

An accession is a Future Sailor that joins the Navy via a recruitment method (active or virtual) and has also shipped to Recruit Training Command (RTC). In our analysis, the variables used to represent accessions are ConfirmDate, ShipDate, or EnlistmentDate. These variables contain the same value. As part of the analyses, ConfirmDate was used primarily - when blank, ShipDate or EnlistmentDate was substituted.

*Table 5: Accession Summary*

<u><b>Fiscal Year</b></u>	<u><b>Virtual</b></u>	<u><b>Active</b></u>	<u><b>Total</b></u>
FY13	N/A	43,328	43,328
FY14	N/A	36,695	36,695
FY15	13	38,055	38,068
FY16	229	33,984	34,213
FY17 (Oct – Feb)	120	13,325	13,445

**Note:** Virtual Recruiting began in January 2015.

The Delayed Entry Program (DEP) allows Future Sailors to obtain milestones and training prior to shipping to RTC to begin boot camp training. DEP also allows the Navy to control the flow of Future Sailors available to begin recruit training and specialized training (A & C school training), and ultimately become available for service in the fleet. Although, not thoroughly analyzed as part of this study, ProjectedRTCGradDate and EnlistingRateClassConveningDate are potential predictive variables for understanding the flow of Future Sailors through the DEP pipeline. These variables may be important elements of the proposed DEP training tool. The accession DEP summary table below and the accession frequency count tables (see Appendix D) represent the DEP lengths over the fiscal years analyzed. The average DEP length and greatest lengths are lower for virtually recruited accessions (see Figure 2). It is important to monitor this metric as Virtual Recruiting matures and additional tools are utilized. The DEP length for virtually recruited Future Sailors was less by one month when compared to active for the three fiscal years, and the greatest DEP length timeframe is considerably less.

*Table 6: Accession DEP Summary for All Navy*

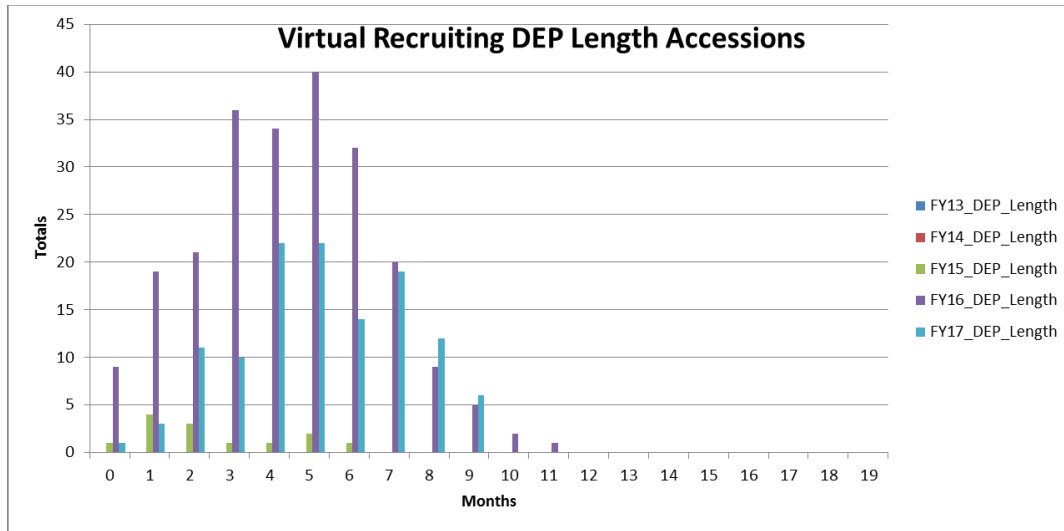
<u><b>Fiscal Year</b></u>	<u><b>Average DEP Length (months)</b></u>	<u><b>Lowest (months)</b></u>	<u><b>Greatest (months)</b></u>
FY13	5	0	19
FY14	6	0	17
FY15	5	0	17
FY16	5	0	17
FY17 (Oct – Feb)	6	0	19

**Note:** A value of 0 refers to DEP length of less than one month; upper values of 17 and 19 are rare. See also the frequency counts in the accession tables located in Appendix D.

*Table 7: Accession DEP Summary for Virtual Recruits*

<u><b>Fiscal Year</b></u>	<u><b>Average DEP Length (months)</b></u>	<u><b>Lowest (months)</b></u>	<u><b>Greatest (months)</b></u>
FY13	N/A	N/A	N/A
FY14	N/A	N/A	N/A
FY15	3	0	6
FY16	4	0	11
FY17 (Oct – Feb)	5	0	9

Figure 2: Virtual Recruiting DEP Length Accessions



**Note:** The Y-axis represents the total number of Future Sailors and the X-axis represents the DEP duration in months.

Since there is an emphasis on technology use, the age demographic is an important metric when evaluating Virtual Recruiting. Today, just over one-in-ten American adults are “smartphone-only” Internet users—meaning they own a smartphone, but do not have traditional home broadband service. Additionally, a substantial majority of Americans are cellphone owners across a wide range of demographic groups. By contrast, smartphone ownership exhibits greater variation based on age, household income, and educational attainment with 92% of our age demographic of 18–29 years owning a smartphone and 8% using a cellphone only (<http://www.pewinternet.org/fact-sheet/mobile/>; April 27, 2017). Although not substantial, the average age when entering DEP differed by one year, and virtual recruits were an average of one year older during the initial pilot year (fiscal year 2015). In each of the fiscal years analyzed, the largest populations of accessions were 18-year-old recruits. Table 8 represents the age demographic for accessions.

Table 8: Average Age Comparison for Accessions

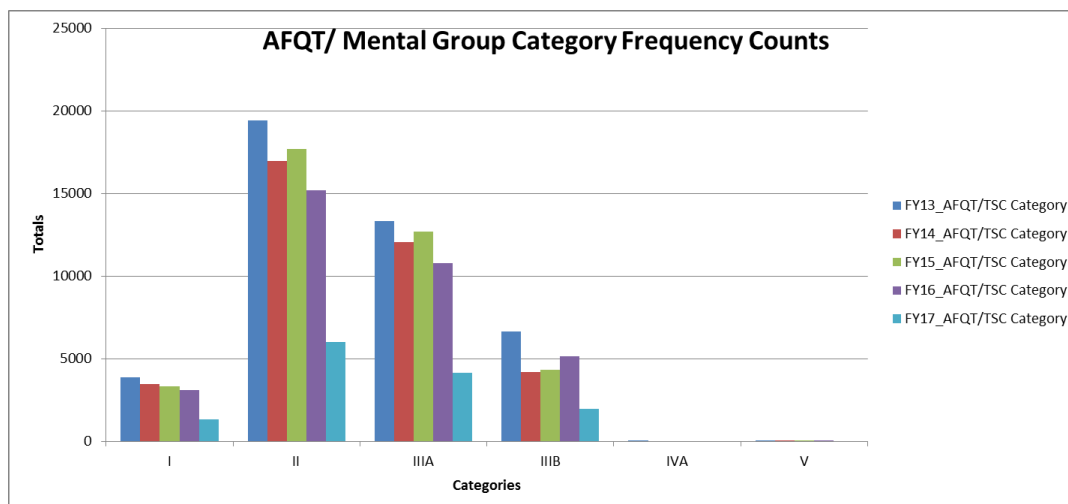
<b><i>Fiscal Year</i></b>	<b><i>VR Average Age (years)</i></b>	<b><i>Active Average Age (years)</i></b>
FY13	N/A	20
FY14	N/A	20
FY15	21	20
FY16	20	20
FY17 (Oct – Feb)	20	20

**Note:** The age values were computed based on when the Future Sailor began DEP, using birth date and first reservation date fields.

Table 9: Average AFQT Scores Comparison for Accessions

<b>All AFQT Accession</b>									
<b><u>FY</u></b>	<b><u>Total</u></b>	<b><u>Percentage</u></b>	<b><u>Average</u></b>	<b><u>Median</u></b>	<b><u>Mode</u></b>	<b><u>Max</u></b>	<b><u>Min</u></b>	<b><u>Females</u></b>	<b><u>Males</u></b>
FY13	43328	100.00	67.48	68	70	99	23	10173	33155
FY14	36695	100.00	68.49	68	70	99	0	8552	28143
FY15	38068	100.00	68.28	68	70	99	35	9530	28538
FY16	34213	100.00	67.56	67	70	99	0	8390	25823
FY17	13445	100.00	68.12	68	70	99	31	3253	10192
<b>NRD Ohio AFQT Accessions</b>									
<b><u>FY</u></b>	<b><u>Total</u></b>	<b><u>Percentage</u></b>	<b><u>Average</u></b>	<b><u>Median</u></b>	<b><u>Mode</u></b>	<b><u>Max</u></b>	<b><u>Min</u></b>	<b><u>Females</u></b>	<b><u>Males</u></b>
FY13	2145	4.95	65.05	64	70	99	35	475	1670
FY14	1692	4.61	66.81	67	70	99	35	391	1301
FY15	1691	4.44	67.08	67	70	87	54	400	1291
FY16	1446	4.23	66.39	66	61	99	35	315	1131
FY17	633	4.71	67.71	69	70	99	50	147	486
<b>NRD Ohio VR AFQT Accessions</b>									
<b><u>FY</u></b>	<b><u>Total</u></b>	<b><u>Percentage</u></b>	<b><u>Average</u></b>	<b><u>Median</u></b>	<b><u>Mode</u></b>	<b><u>Max</u></b>	<b><u>Min</u></b>	<b><u>Females</u></b>	<b><u>Males</u></b>
FY13	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
FY14	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
FY15	10	0.03	68.60	63.5	59	87	54	3	7
FY16	51	0.15	63.55	61	62	94	39	9	42
FY17	9	0.07	74.22	79	N/A	89	43	3	6

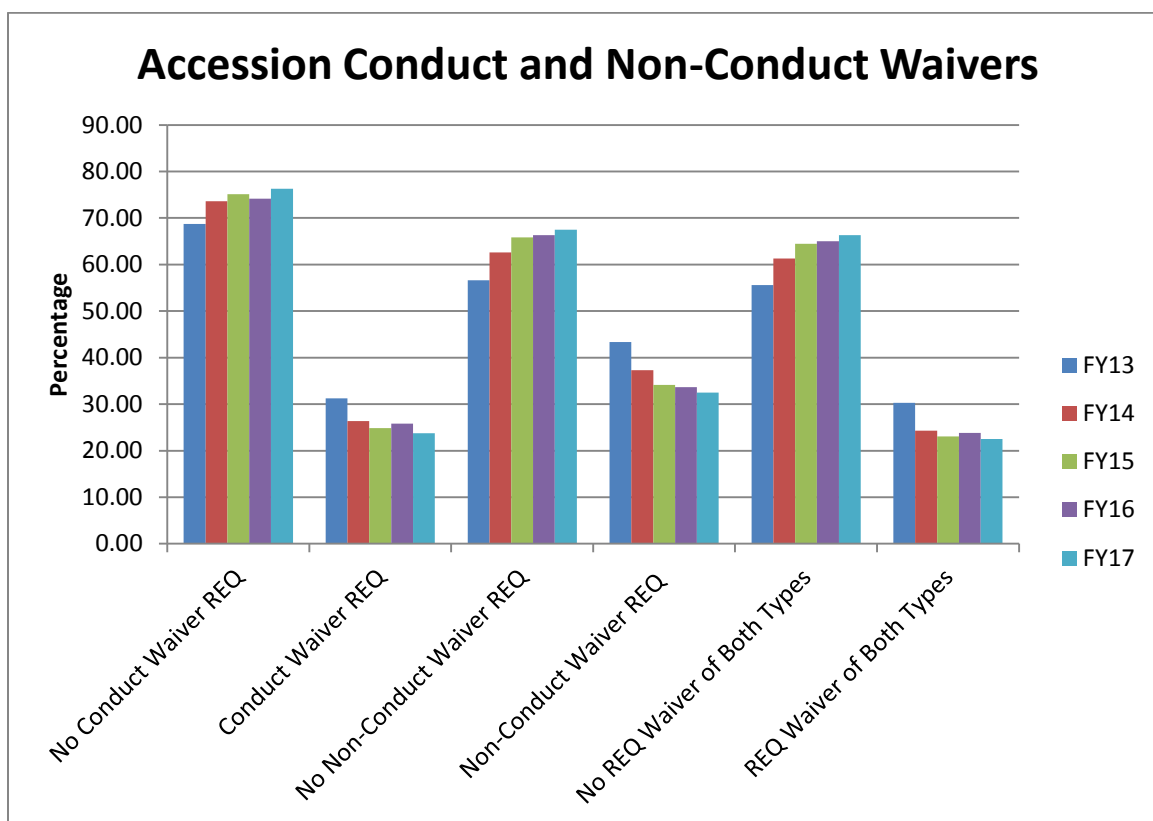
Figure 3: AFQT Mental Group Accessions



When determining quality in Virtual Recruiting, typically we refer to ASVAB/AFQT scores or Upper Mental Group (UMG) categories (i.e., I, II, and IIIA). Prospects falling into these categories are considered best for enlistment since they represent the 50<sup>th</sup> to 99<sup>th</sup> percentile. Categories IIIB, IV, and V fall in the 49<sup>th</sup> to below 10<sup>th</sup> percentile. The good news is that the majority of our accessions are in the upper group II category with more than 45% and as much as 55% in category I and II combined. However, looking at Figure 3, the quality over time is declining, which means we are accessing fewer each year. Moreover, the ASVAB/AFQT score has not been used to determine the recruitment method as previously thought, so those with ASVAB≤50 will be virtually versus actively recruited. Virtual

Recruiting for NRD Ohio ASVAB/AFQT scores are higher than the All Navy average (see Table 9, FY15 and FY17). Overall, Virtual Recruiting does not carry the unintended consequence of accessing a lower quality recruit. However, for Virtual Recruiting to be effective and efficient at increasing accessions of quality recruits, it will require having tools to facilitate this objective.

Figure 4: Accession Conduct and Non-Conduct Waivers



MEPS' staff and recruiters spend a considerable amount of time evaluating the eligibility requirements of prospects and Future Sailors. Some may require a Conduct or Non-Conduct Waiver whereby recruiters assist in attaining these. Conduct and Non-Conduct Waivers are granted by the Commander, NRC, Region, or NRD to allow entry into the Navy where a Basic Enlistment Eligibility Requirement (BEER) would otherwise disqualify a prospect, applicant, or Future Sailor. Conduct Waivers pertain to behaviors committed by Future Sailors but have been satisfactorily handled, such as minor traffic offenses, serious misdemeanors, non-traffic law violations, etc., that the Navy forgives before accessing them into the Navy. Non-Conduct Waivers refer to waivers given based on circumstances related to the Future Sailor, but not directly a result of "bad behaviors" or "mistakes" by the Future Sailor. One example would be a Nuke or Special Warfare Combatant Crewmen (SWCC) program waiver given based on a near qualifying ASVAB/AFQT score (within a few points) needed to enter that field or another example would be a Future Sailor having more than one dependent that he/she is by law financially responsible for before accessing as an E1. Accessions not requiring Conduct or Non-Conduct waivers are increasing over time, and those requiring a Conduct or Non-Conduct waiver are fewer overall. From Figure 4 above, a larger percentage of accessions require a Non-Conduct waiver than a Conduct waiver. More than 7% of accessions and approximately 4% require a medical/physical waiver.

About 92% are single with no dependents, with as many as 5% being married or having at least one dependent. Accessions that require both waiver types are fewer and decreasing overtime (see Table 10). These patterns are also true of Virtual Recruiting accessions and will need to continue since the fewer waivers that are needed, there are more efficiencies gained with recruiter's time in assisting with obtaining waivers. Efficiencies in the recruiter's time may also be realized through NTAF as recruiter's roles change and are handled by teams.

*Table 10: Waiver Analysis*

<b><u>Accessions Conduct and Non-Conduct Waiver Percentages</u></b>			
<b><u>Fiscal Year</u></b>	<b><u>Conduct Waiver REQ</u></b>	<b><u>Non-Conduct Waiver REQ</u></b>	<b><u>REQ Waiver of Both Types</u></b>
FY13	31.26	43.36	30.25
FY14	26.39	37.31	24.33
FY15	24.85	34.16	23.04
FY16	25.82	33.65	23.81
FY17 (Oct – Feb)	23.74	32.49	22.52

There were a number of metric analyses our team set out to perform based on assumptions of the recruitment data as mentioned in Table 3. Contact-to-Contract is such a metric. Over the course of this study, we were unable to obtain the initial contact date captured in the Web-RTools and Work in Process data systems. However, the ASVAB testing date is the earliest time captured in the PRIDE MOD II recruitment tool and was utilized to analyze the time between testing and obtaining contracts. The ASVAB test is a measure used during Blueprinting to help determine what jobs/career paths prospects may be eligible for. The time of the initial test does not change in the tool even if a Future Sailor took several tests (i.e., PiCAT, Full ASVAB, or ASVAB verification) afterwards. Only the line score is amended. Therefore, we conducted analysis on the average ASVAB Test Date-to-Contract days and compared them across various recruitment production cohorts. Of the three initial-piloted NRDs, Table 11 shows that NRD Ohio's test-to-contract days were 2 to 7 days faster with the exception of FY16, the full Virtual Recruiting year. On average, NRD Nashville was 2 weeks longer than the all-Navy average of test-to-contract over time. It does not take longer from test-to-contract for females, nuclear community candidates, or those virtually recruited as previously assumed.

*Table 11: Average ASVAB Test to Contract Days Comparison for Accessions*

<b><u>ASVAB Test to Contract Average (Days)</u></b>					
<b><u>Recruiting</u></b>	<b><u>FY13</u></b>	<b><u>FY14</u></b>	<b><u>FY15</u></b>	<b><u>FY16</u></b>	<b><u>FY17 thru Feb</u></b>
All	86.05	89.26	90.18	88.93	93.45
Virtual Recruiting	N/A	N/A	53.46	85.34	75.66
VR_OH	N/A	N/A	10.80	71.63	106.78
NRD OH/118	73.51	79.02	81.30	80.24	71.57
NRD Nashville/114	97.41	108.06	106.05	106.24	125.06
NRD Minneapolis/228	80.93	84.22	81.10	70.54	83.18
Females	77.08	84.26	83.69	80.66	91.21
Nukes (NF)	91.43	88.84	82.44	82.15	81.51

**Note:** NF (Nuclear Field) is a goaled Accessions program and females are a targeted recruitment market.

## Recruitment Analysis – Attrition

A DEP “attrite” occurs when a Future Sailor cancels the contract prior to shipping to RTC (our data does include cases where cancellation occurs after shipping to RTC, known as RTC attrition). These Future Sailors are a loss within the Navy’s accession pipeline. The data variables used to represent attrites are CancellationDate, CNRCCancellationDate, or CNRCAAttriteDate, and these variables contain the same value. As part of the analyses, CancellationDate was used primarily—when blank, CNRCCancellationDate or CNRCAAttriteDate was substituted. Tables 12 and 13 represent attrition summary and percentages, respectively. Virtual recruits were lost at a higher rate than the actively recruited Future Sailors, but this had only a small effect on the combined attrition rate. As with accessions, there is no substantial difference in the DEP lengths between virtual and active. The primary concern with DEP length is the durations that exceed 6 months, as also noted in discussions with recruits at RTC.

*Table 12: Attrition Summary*

<u><i>Fiscal Year</i></u>	<u><i>Virtual</i></u>	<u><i>Active</i></u>	<u><i>Total</i></u>
FY13	N/A	5554	5554
FY14	N/A	5052	5052
FY15	3	4576	4579
FY16	57	5583	5640
FY17 (Oct – Feb)	23	2264	2287

*Note:* Although not listed in the table above, there were two observations prior to January 2015 with “699” recruitment type. We attributed those observations as errors and did not include them in our analysis.

*Table 13: Attrition Percentages*

<u><i>Fiscal Year</i></u>	<u><i>Virtual</i></u>	<u><i>Active</i></u>	<u><i>Combined</i></u>
FY13	N/A	11.36%	11.36%
FY14	N/A	12.10%	12.10%
FY15	18.75%	10.73%	10.74%
FY16	19.93%	14.11%	14.15%
FY17 (Oct – Feb)	16.08%	14.52%	14.54%

*Note:* These percentages are from DEP only and do not reflect attrition of Navy Sailors in the fleet. The percentages are computed from the total recruits, i.e., the number of attrites divided by the accessions plus attrites by recruitment method.

*Table 14: Attrition DEP Summary for All Navy*

<u><i>Fiscal Year</i></u>	<u><i>Average DEP Length (months)</i></u>	<u><i>Lowest (months)</i></u>	<u><i>Greatest (months)</i></u>
FY13	4	0	14
FY14	5	0	15
FY15	4	0	14
FY16	4	0	16
FY17 (Oct – Feb)	5	0	18

*Note:* A value of 0 refers to DEP length of less than one month. Upper values of 18 are rare. See also the frequency counts in the attrition tables located in Appendix E.



Table 15: Attrition DEP Summary for Virtual Recruits

<u>Fiscal Year</u>	<u>Average DEP Length (months)</u>	<u>Lowest (months)</u>	<u>Greatest (months)</u>
FY13	N/A	N/A	N/A
FY14	N/A	N/A	N/A
FY15	3	2	3
FY16	5	0	13
FY17 (Oct – Feb)	6	1	14

**Note:** A value of 0 refers to DEP length of less than one month. See also the frequency counts in the attrition tables located in Appendix E. Values are rounded to the nearest month.

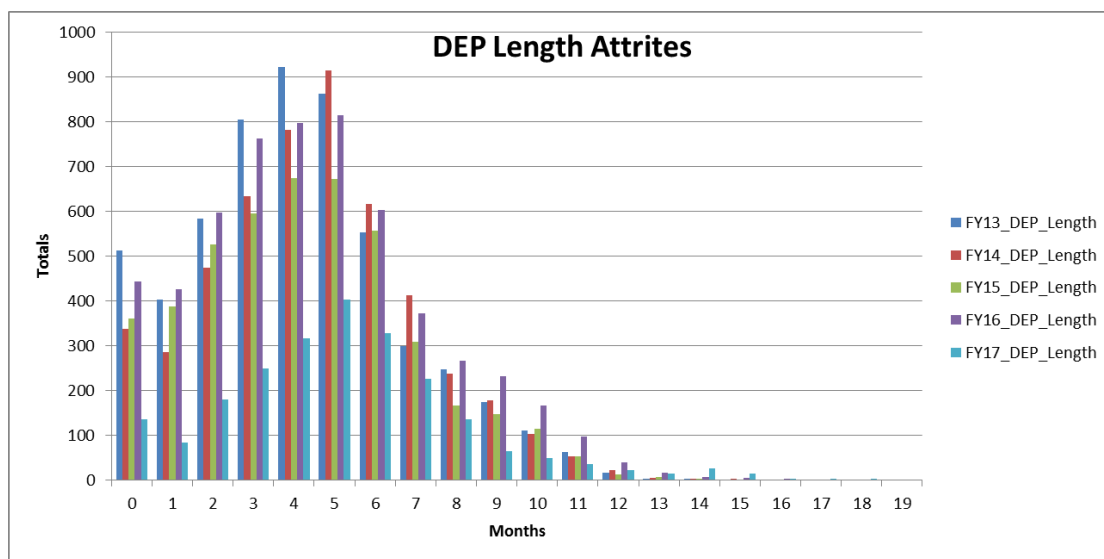
There is no significant average age difference between virtual and active recruited Future Sailors upon attrition from DEP. Age represents the Future Sailor's age upon attrition from DEP (difference between birth date and cancellation date). Table 16 below represents the age demographic for attrites.

Table 16: Average Age Comparison for DEP Attrition

<u>Fiscal Year</u>	<u>VR Average Age (years)</u>	<u>Active Average Age (years)</u>
FY13	N/A	20
FY14	N/A	20
FY15	22	21
FY16	20	20
FY17 (Oct – Feb)	20	21

**Note:** The age values were computed based on when the Future Sailor began DEP, using birth date and first reservation date fields.

Figure 5: All Navy DEP Length Attrites

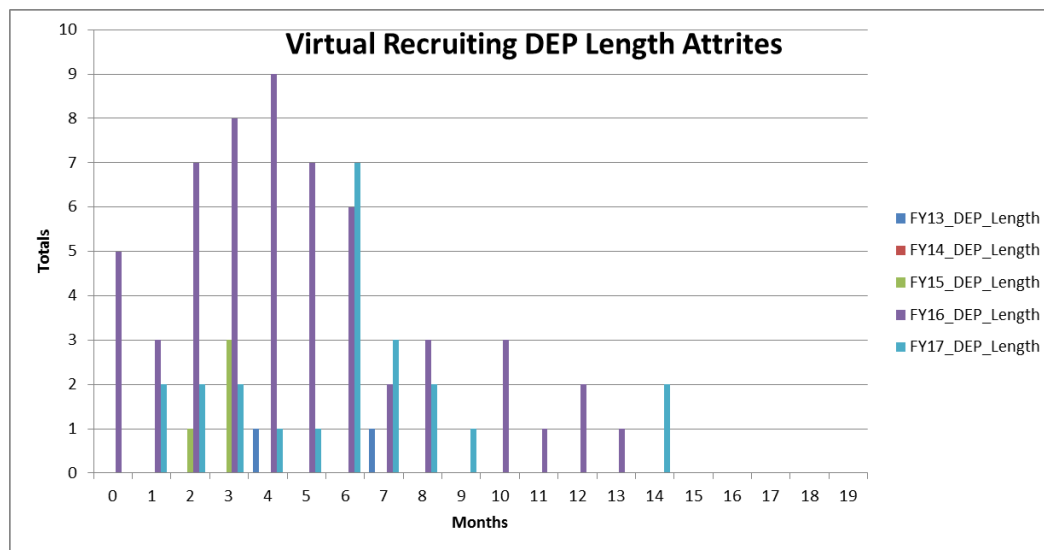


**Note:** The Y-axis represents the total number of Future Sailors and the X-axis represents the DEP duration in months.

DEP attrition results in resources expended without the desired result of eventually manning the fleet with an accession. Figure 5 depicts the DEP length when an attrite occurred from FY13 to FY17 (February). Comparatively, losses decreased in FY15, but increased in FY16. The curve is normally distributed and positively skewed (the mean is higher than the median), with the majority of losses

occurring before a 6-month DEP length. A target at-risk timeframe is identified to be months 3 through 6 of DEP where the year-to-year losses increase and the mean is 4 months. Figure 6 below represents Virtual Recruiting DEP length attrites. The numbers are smaller, but the shape of the curve is the same having a mean of 4 months. Focusing on FY16 and FY17, you see substantial losses occurring in months 3 through 6 before an overall decrease in losses occurs. If a loss will occur, we naturally would like it to occur earlier rather than later, and certainly not within the month of shipping. Ideally, losses should occur between months 1 and 3 and ultimately decrease over DEP length. This allows for an early inevitable loss. The target at-risk timeframe is where we believe a Virtual Recruit Tracker tool will show its greatest impact for improving DEP management.

Figure 6: Virtual Recruiting DEP Length Attrites



The recruiters we spoke with said in-month attrites are an even greater concern. The in-month attrition threshold percentage is approximately 3% and is closely monitored by each NRD. In-month attrites are individuals lost within the month they were to ship (less than 30 days before ship date). They create a problem for the recruiter who has to replace that shipper with another individual with similar characteristics such as job/program type or career choice. The requirements of the contracted job and school seat are based on availability at the MEPS for that timeframe. In FY16, approximately 27% of actively recruited and 33% of virtually recruited Future Sailors that were attrites were lost within their shipping month. Further, in-month attrition DEP lengths (FY16) in Table 17 show that approximately 84% of in-month virtually recruited losses had a DEP length within our identified critical at-risk timeframe of 6 months or less. In-month analysis tables are found in Appendix F.

Table 17: In-month Attrition DEP Lengths (FY16)

<u>DEP Length</u>	<u>Virtual</u>		<u>Active</u>	
	<u>Number</u>	<u>Percentage</u>	<u>Number</u>	<u>Percentage</u>
<= 6 months	16	84.21%	1026	69.37%
> 6 months	3	15.79%	453	30.63%

It is notable to review and compare the quality of those being lost to those accessed over the years. Table 18 below shows the AFQT score is slightly lower than our accessions from Table 9, which remains true of virtually recruited losses only in FY16. In FY15 and FY17, the AFQT scores on average were higher, but the number of reported losses was too few for a fair comparison.

*Table 18: Comparative AFQT Attrition*

<b><i>All AFQT Attrition</i></b>									
<b><i>FY</i></b>	<b><i>Total</i></b>	<b><i>Percentage</i></b>	<b><i>Average</i></b>	<b><i>Median</i></b>	<b><i>Mode</i></b>	<b><i>Max</i></b>	<b><i>Min</i></b>	<b><i>Females</i></b>	<b><i>Males</i></b>
FY13	5554	100.00	66.51	66	70	99	0	1781	3773
FY14	5052	100.00	67.00	66	70	99	0	1635	3417
FY15	4579	100.00	66.87	66	70	99	35	1426	3153
FY16	5640	100.00	66.28	66	70	99	30	1919	3721
FY17	2287	100.00	67.04	67	70	99	35	723	1564
<b><i>NRD OH AFQT Attrition</i></b>									
<b><i>FY</i></b>	<b><i>Total</i></b>	<b><i>Percentage</i></b>	<b><i>Average</i></b>	<b><i>Median</i></b>	<b><i>Mode</i></b>	<b><i>Max</i></b>	<b><i>Min</i></b>	<b><i>Females</i></b>	<b><i>Males</i></b>
FY13	310	4.95	64.93	66	54	99	23	100	210
FY14	265	4.61	65.10	62.5	62	99	35	100	165
FY15	250	5.46	66.38	66	52	99	35	87	163
FY16	317	5.62	65.61	64	54	99	35	105	212
FY17	121	5.29	66.45	67	49	99	35	32	89
<b><i>NRD OH VRAFOT Attrition</i></b>									
<b><i>FY</i></b>	<b><i>Total</i></b>	<b><i>Percentage</i></b>	<b><i>Average</i></b>	<b><i>Median</i></b>	<b><i>Mode</i></b>	<b><i>Max</i></b>	<b><i>Min</i></b>	<b><i>Females</i></b>	<b><i>Males</i></b>
FY13	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
FY14	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
FY15	1	0.02	70.00	70	70	70	70	0	1
FY16	10	0.18	61.20	59.5	64	81	48	4	6
FY17	2	0.09	88.00	88	88	88	88	0	2

Reasons for attrites (documented as reason codes) are an indicator of areas where recruiters can focus attention or apply filters earlier to have an impact. Table 19 is not an exhaustive list of reason codes, but shows the scope of percentages with respect to mental, medical, and moral filters that recruiters and MEPS' staff apply. The numbers are increasing over time for those that refuse to obligate (RTO) with this also being the prevalent reason. Nearly 70% of all virtual recruit attrites were coded as RTO. The next most frequent reason is ineligibility due to civil matters (e.g., lawsuits, court dates, etc.). For all Navy, alcohol abuse/use and pregnancy have decreased, but are still as much as 2%. This seems to indicate that the Navy is getting better at filtering and mentoring, but can still look to improve. Parental consent is not an issue for recruiter improvements for those younger than 18, which is our next largest population group of attrites. Having basic enlistment documentation is something the recruiter can help control before a candidate is sent to the MEPS. The overall numbers each year are found in Appendix E. None of the fraudulent reason code attrites were virtual, but a disproportionate number were from NRD Nashville (RSID=114xxx). While no NRD can completely shield itself from this, it may be a data point worth investigating. Holding fraudulent enlistments to a minimum will require due diligence and discipline in recruiting. Security risk is another area to be kept low, and where Virtual Recruiting needs to remain vigilant. Individuals testing positive (i.e., evidence of drug use, diabetes, AIDS, etc.) at MEPSs is a problem with more than 200 a year being lost for this reason. There is opportunity to improve here before sending individuals to MEPS through mentoring and additional education. Body fat standards attrites approach nearly 3% each year. Recruiters can have a considerable impact here with more

emphasis being put on physical fitness and the importance of exercise before shipping to RTC. Medical/physical issues (i.e., HCB) comprise the largest incidence for Non-Conduct waivers besides not needing a waiver (i.e., YYY). Together, with extra attention given to fitness or an attitude of fitness and by using the Centers of Influence to encourage Future Sailors to exercise and be accountable, recruiters can decrease these numbers. This is also another area where a Virtual Recruit Tracker tool for fitness and accountability is much needed.

Table 19: Reason Code Attrite Percentages

<b><u>Reason Code for Attrite Percentages</u></b>					
<b><u>Reason Code Descriptions</u></b>	<b><u>FY13</u></b>	<b><u>FY14</u></b>	<b><u>FY15</u></b>	<b><u>FY16</u></b>	<b><u>FY17 thru Feb</u></b>
Refuse to Obligate	59.63	63.20	65.80	71.06	74.11
Alcohol Abuse/Use	0.45	0.26	0.33	0.16	0.22
Civil Matter	6.07	4.61	3.91	2.62	3.24
Drug Abuse/Use	1.40	1.43	1.40	1.03	0.61
Failure to Graduate	1.17	0.83	0.74	0.83	0.26
Police Involvement	3.85	4.08	3.89	2.82	1.97
Pregnancy	3.08	2.61	2.66	2.15	2.27
Parental Consent	0.02	0.00	0.02	0.02	0.00
No BEERs Documentation	0.34	0.32	0.33	0.46	0.22
Positive MEPS Data	4.77	3.27	3.95	4.15	3.19
Fraudulent Enlistments	0.72	0.53	0.39	0.27	0.26
Body Fat Standards	2.90	2.93	1.70	1.56	2.23
Security Risk	0.09	0.12	0.13	0.09	0.17

Future Sailors that attrite within the month of their ship date are problematic for planning and are more costly than those that attrite earlier in DEP. Table 20 represents the volume and percentages of Future Sailors that left within the month of shipping. The percentage differences are not significant when comparing virtual to active. This is an important metric and should be continuously monitored.

Table 20: In-month Attrition Analysis

<b><u>Fiscal Year</u></b>	<b><u>Virtual</u></b>		<b><u>Active</u></b>	
	<b><u>Number</u></b>	<b><u>Percentage</u></b>	<b><u>Number</u></b>	<b><u>Percentage</u></b>
FY13	N/A	N/A	1851	33.34%
FY14	N/A	N/A	1454	28.78%
FY15	1	33.33%	1516	33.13%
FY16	19	33.33%	1479	2649%
FY17 (Oct – Feb)	3	13.04%	544	24.03%

**Note:** The percentages are based on the number that attrited less than 30 days from their ship date. The two fields used were CancellationDate and ShipDate.

Table 21: Six-month DEP Length Threshold (FY15)

<b><u>DEP Lengths</u></b>	<b><u>Virtual</u></b>	<b><u>Active</u></b>
<= 6 months	66.66%	91.77%
> 6 months	33.33%	8.23%

**Note:** The percentages are based on the number that attrited from DEP and the length of their DEP. DEP length is computed by the difference, in months, between first reservation date and cancellation date. DEP length was computed as part of our analysis.

Table 22: Six-month DEP Length Threshold (FY16)

<b><i>DEP Lengths</i></b>	<b><i>Virtual</i></b>	<b><i>Active</i></b>
<= 6 months	82.66%	87.91%
> 6 months	17.33%	12.08%

Tables 21 and 22 show most attrition occurring at 6 months or less, and provide evidence of the critical months when Future Sailors attrite. This information should be used to dictate the attention given to Future Sailors in DEP, based on the time in DEP and the historical attrition rates.

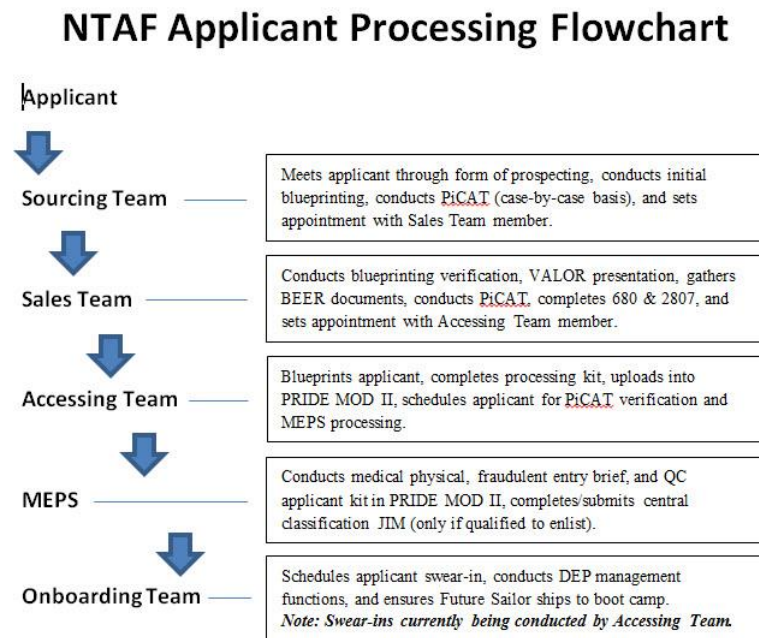
## Additional Topics

### National Talent Acquisition Force

The Memphis location has begun another separate pilot titled the Navy Talent Acquisition Force (NTAF). NTAF is a method of recruiting that involves teams that collaborate throughout the recruiting process to contact applicants, process and verify eligibility information for Future Sailors, mentor, and train and manage their DEP experiences as would be conducted by an individual recruiter in the current system. NTAF has expanded to Portland, Oregon, and New Orleans, Louisiana, as of April 2017. Although not explicitly part of this study, this section is being included for completeness.

The specific phases of accessing a Future Sailor are listed in the flowchart below, provided by NRC (but slightly modified for this report). In contrast to the current recruiting process where Future Sailors are guided by a single recruiter, NTAF has teams with specific functions that perform the role currently handled by a single recruiter. Those teams handle sourcing, sales, accessing, MEPS visits, and onboarding. Figure 7 below contains the details of each step. Consideration of this new process will be included in future prototype development.

Figure 7: NTAF Applicant Processing Flowchart



## Cyber Recruiting

Cyber recruiting is web-based recruiting that is designed to help recruiters locate, identify, and filter prospects during the recruitment process. For many aspiring Sailors, the Navy journey does not begin with a call to a recruiter or a pamphlet from a guidance counselor at their high school. With the constant advances in technology, many applicants start their path at the end of a keyboard. Thanks to the highly dedicated cyberspace recruiting team at Navy Recruiting Command (NRC), qualified men and women are able to receive information about the Navy and start the initial phase of their recruitment process virtually.

Cyberspace recruiters, while physically located in Millington, Tennessee, are able to provide valuable support to NRC's overall mission by contacting interested applicants all around the world through the broad reach of the Internet. "A cyberspace recruiter is the virtual ambassador to the public, and we serve as the bridge for information that a lot of people are interested in," said Information Systems Technician (Submarines) 2nd Class George Kory, cyberspace recruiter at NRC. "We are moving forward more into the 21st Century, so everyone has a mobile device or tablet. They have access to all this information but sometimes you can't specifically find the right information...so being able to provide that expertise to them makes the process of recruiting a lot easier."

The bulk of the work done by cyberspace recruiters is done on [www.navy.com](http://www.navy.com), a website for people interested in the Navy. Through the website, prospective applicants are able to start an instant chat with a cyberspace recruiter. From there, the cyberspace recruiter may conduct an initial basic interview, often called a "blueprint," to ensure that the applicant meets the Navy's basic eligibility requirements. If the applicant meets the requirements, such as level of education and height/weight standards, then the cyberspace recruiter passes the information on to a field recruiter near the applicant's hometown. "The relationship between field recruiters and cyberspace recruiters is a mutually beneficial one," said Machinist's Mate 1st Class Enes Gutierrez, cyberspace recruiter at NRC. "A lot of what field recruiters do is creating awareness of the Navy and its importance in the world. Those people they reach are often the ones we speak to on chat every day. While they might not be ready to talk to the field recruiters, they are ready to talk to us because they know there is no commitment. From there, we screen them and ultimately get them back to the field recruiters. Overall, the field benefits us, we benefit them, and we all benefit the Navy."

In FY15, cyberspace recruiting received 66,756 chats, which generated 7,848 leads that ultimately produced 445 new Sailors. Reference: <http://www.cnrc.navy.mil/news-stories-mj2016/cyberspace-recruiting.html>.

## Centers of Influence

Centers of Influence are those people (or organizations) that can boost your market access and credibility through referrals, testimonials, and simple word-of-mouth. These are people who are generally well established, good networkers, and able to introduce people to the kind of markets (or members) recruiters need and are looking for. Ideally, successful recruiters should leverage the network of several Centers of Influence. The Roper Organization has conducted many studies on influential people for decades. They have found that the influential segment of the population is "remarkable for its consistency, and typically deeply involved in their communities, both socially and politically." Its research suggests that winning the confidence of one Center of Influence can create six loyal customers.

Out of those six new “customers,” there are likely another two Centers of Influence. There is an exponential opportunity. These steps were offered:

1. Identify and Target Centers of Influence: Who can help grow the pool of prospects; who will introduce recruiters to desirable potential Future Sailors; and add to existing databases of ideal leads (e.g., prospects) and a brief profile for each and share it with the recruiting team.
2. Define Value: Articulate the genuine, unique value ‘Navy’ can offer Centers of Influence; a good exercise is to imagine being a start-up doing a pitch on Shark Tank. What would you say?
3. Identify Points of Contact: Where do leads hang; do they belong to any specific professional organizations, business associations, or networking groups? Does Navy have a presence there?
4. Gather Information and Present: Plan to approach Centers of Influence; have an arsenal of “material;” no keychain, koozie, or golf ball will win leads; deliver conversation and some compelling evidence of the distinction and uniqueness of the Navy; and have an elevator speech that differs from the competition.
5. Speak Up: A warm, in-person introduction to a Center of Influence is always better than a cold phone call or email; make the message clear that you are seeking to find career-minded individuals.
6. Identify “What’s In It For Them”: Once engaged in conversation with a Center of Influence, what are you going to say; be specific and address what the Navy offers and what you want them to do; and be prepared to demonstrate how the Navy can help the Center of Influence, such as providing career opportunities for their members.
7. Invite Participation: Centers of Influence like to engage other people, so be sure to offer to hook them up with others in the Navy’s network; invite them to events, ideally led or sponsored by the Navy, such as training and mentoring sessions, where they too can make valuable new contacts.
8. Keep in Touch: Establishing initial contact and making your pitch are only half the battle; recruiters must retain and maintain relevance by staying under the nose of your Centers of Influence; social media outlets like LinkedIn are a good start, but you also want one-on-one communication; and recruiters should be willing to attend events sponsored by Centers of Influence.
9. Reward your Centers of Influence: When a Center of Influence gives you a lead or makes an introduction for you, show the Navy’s appreciation immediately; recognize and acknowledge the effort they made on the recruiter’s behalf: <https://www.cuinsight.com/who-are-your-centers-of-influence.html>



## Conclusions and Recommendations

Virtual Recruiting is a necessary and innovative way to identify, attract, and manage Future Sailors through DEP. The highly motivated recruiting professionals, through creativity and innovation, have successfully implemented Virtual Recruiting methods and are steadily increasing the number of Future Sailors recruited virtually. As discussed in this project report, the conclusions and recommendations of this report are being offered to further enhance Virtual Recruiting efforts, some of which can be implemented immediately: (1) a Virtual Recruiting process timeline for articulation and understanding of the processes and to facilitate discussions surrounding the processes that facilitate initial contact with prospective Future Sailors through screenings and training prior to shipment to RTC to begin recruit training; (2) a list of Virtual Recruiting technologies and metrics to evaluate technologies that can be employed; (3) recommendation to establish a virtual recruitment conference to identify and share best practice ideas between recruiters; and (4) development of a prototype mobile-technology-based DEP training tool.

We derived that technologies are being utilized by prospects, applicants, and Future Sailors to check-in, share, send, and receive information with the recruiting staff; perform group training, testing, physical fitness, and mentoring of Future Sailors by the recruiting staff; and arrange travel for Future Sailors. The list of data and decision support systems and metrics for future planning represent the as-is and are expected to change with rapid information technology changes and the development of the proposed prototype DEP training tool. The empirical results from our analysis of recruitment data provide an explicit view into the actual results and ongoing production of Navy recruiting.

The recommendations of this study are to employ (1) for immediate use, the Virtual Recruiting process timeline to visually represent the processes of Virtual Recruiting from initial contact with a prospective Future Sailor to shipment to RTC to begin recruiting training, (2) for immediate use and updating, the list of Virtual Recruiting technologies and metrics for evaluating the use of technologies for periodic check-in, share, send, and receive information between Future Sailors and the recruiting staff; group training, testing, physical fitness, and mentoring of Future Sailors by the recruiting staff; and to arrange travel for Future Sailors, and for maintaining the list of data and decision support systems and metrics that are available to recruiting professionals to make their work easier and enhance their productivity, and (3) for immediate design and prototype development of a mobile-technology-based DEP training tool. The information gained through this study involving data and decision support systems and metrics, and the analysis of recruiting data, are being feed into the design of the prototype DEP training tool.



## Appendix A: Data Definitions

<b><i>Sequence</i></b>	<b><i>Field Name</i></b>	<b><i>Description</i></b>
1	RecordID	Generated field; creates a unique record identifier. The first two digits signify the fiscal year
2	ConfirmDate	Formatted, yyymmdd. The next four columns represent year, month, day, and reformatted date.
3	DifferenceCheckofConfirmDatevsShipDate	This is an analysis check field to confirm ConfirmDate is the same as the ShipDate.
4	AccessionFiscalYear	This field reads the ConfirmDate to determine the fiscal year the accession occurred, i.e., ConfirmDates between 10/1/2012 and 9/30/2013 occurred in fiscal year 2013.
5	AccessionTypeCode	Possible values are DEP or DIR, i.e., delayed entry program or direct ship. DIR means there was prior service.
6	AdvancedPayGradeReasonCode	Code documenting eligibility to gain advanced paygrade
7	LastName	Future Sailor's last name. This value is included, but not used in any analysis.
8	District	Recruiting district, this is also the first three digits of the six-digit field for RecruitingStationNumber at sequence 45.
9	FirstReservationDate	Formatted, yyymmdd. The next four columns represent year, month, day, and reformatted date.
10	ShipDate	Formatted, yyymmdd. The next four columns represent year, month, day, and reformatted date.
11	DEPLengthMonths	This value represents the length of time, in months, that a Future Sailor spends in the delayed entry program; e.g., a value of 0 means less than one month, a value of 1 means 1 month but less than 2.
12	AFQT/TSC Category	6 category percentile ranges based on the Armed Forces Qualifying Test score. Categories I–IIIA are upper mental group (50 <sup>th</sup> to 99 <sup>th</sup> percentile) and candidates in these groups are considered best for enlistment.
13	Incentives	Monetary Selective Reenlistment Bonus (SRB) used to increase the number of reenlistments in ratings and Navy Classification (NEC) codes having insufficient retention
14	AfqtScore	ASVAB test scores on word knowledge, paragraph comprehension, arithmetic reasoning, and mathematics knowledge aggregated to compute the AFQT score.
15	AsvabTestDate	Formatted, yyymmdd. The next four columns represent year, month, day, and reformatted date. Date initial ASVAB test was taken.
16	AsvabTestType	Three-digit alphanumeric code; versions of the ASVAB test to distinguish if paper & pencil, computerized verification, or computerized full test
17	BirthDate	Formatted, yyymmdd. The next four columns represent year, month, day, and reformatted date.
18	AgeAtStartofDEP	Future Sailor's age when he/she enters DEP; denoted in year, i.e., 17 means 17 years and not yet 18 years
19	ApplicantID	Five-digit numeric number to identify the applicant
20	EnlistmentDate	Formatted, yyymmdd. The next four columns represent year, month, day, and reformatted date.
21	CheckFieldEnlistmentDatevsConfirmDate	This is an analysis check field to confirm. EnlistmentDate is the same as the ConfirmDate.
22	EnlistmentType	Possible values are AC or RC, Active Component or Reserve Component
23	EnlistingPayGradeCode	Paygrade at the time of enlistment; possible values are E1, E2, E3

<b><i>Sequence</i></b>	<b><i>Field Name</i></b>	<b><i>Description</i></b>
24	EnlistingRateClassConveningDate	Formatted, yyyyymmdd. The next four columns represent year, month, day, and reformatted date.
25	CitizenshipCode	Two-digit alphanumeric code with an index indicating “Y” yes a US citizen or “N” no
26	CivEdCode	Three-digit alphanumeric code indicating civilian education years completed and the award
27	CivEdCode Orig	Same as CivEdCode
28	CollegeHours	Documented number of college credit hours completed
29	CollegeHourType	Indicator for type of college
30	ColorPerception	Vision Test results, possible values are “Normal” or “R/G”
31	DependentNumber	Number of dependents Future Sailor is financially responsible for
32	EthnicCode	Future Sailor’s ethnicity category
33	Gender	Future Sailor’s gender
34	HighSchoolDiplomaCode	Used to identify Tier 1/HSDG applicants
35	HomeAddrStateCode	Future Sailor’s state for home address
36	HomeOfRecordZIPCode	Future Sailor’s zip code for home of record
37	MaritalStatusCode	Future Sailor’s marital status to indicate “M” married, “S” single, “D” divorced.
38	MepsID	Three-digit alphanumeric code for identifying Military Entrance Processing Station
39	ClassifierID	Ten-digit numeric for identifying the Future Sailor’s classifier
40	ProcessingStateCode	Numeric code to indicate Future Sailor’s status after MEPS visit
41	ProcessingState	Future Sailor’s status after MEPS visit; possible values are “Graduated waiting for transfer.”
42	RaceCode	Future Sailor’s race
43	RecruiterIDReformatted	The recruiter’s identification has been manipulated to protect against personal information being identified. A crosswalk between the original and the value displayed was used.
44	RecruitingStation	Recruiting Station Name
45	RecruitingStationNumber	Six-digit numeric code with first 3 digits indicating the recruiting district and last 3 digits indicating the recruitment type; “118699” indicates NRD OH and virtual recruited Future Sailor.
46	RecruitmentType	RecruitmentType is the last three digits of the six-digit field for RecruitingStationNumber at sequence 45.
47	ReservationDate	Formatted, yyyyymmdd. The next four columns represent year, month, day, and reformatted date.
48	CheckFieldofReservationDatevsFirstReservationDate	This is an analysis check field to confirm ReservationDate is the same as the FirstReservationDate.
49	RecruitTypeCode	Last 3 digits of recruiting station number to indicate recruitment type; “699” indicates virtually recruited.
50	SubVolunteer	Submarine volunteer applicants
51	MaskedSSN	Last 4 digits of Future Sailor’s Social Security number
52	ConductWaiverList	Listing of all 3-digit conduct waivers Future Sailor received
53	NonConductWaiverList	Listing of all 3-digit non-conduct waivers Future Sailor.
54	Number of Applicants	Field used to count the number of applicants; possible value is “1”.
55	CNRC CancellationCode	Represents CNRC Cancellation
56	CNRC CancellationDate	Formatted, yyyyymmdd. The next four columns represent year, month, day, and reformatted date.
57	CNRC AttriteDate	Formatted, yyyyymmdd. The next four columns represent year, month, day, and reformatted date.

<b><i>Sequence</i></b>	<b><i>Field Name</i></b>	<b><i>Description</i></b>
58	CNRCSpecialEducationCode1	A 1-digit alpha or numeric code indicating civilian education method or accomplishment; possible value example "L" means high school diploma graduate.
59	CNRCSpecialEducationCode2	A 1-digit alpha or numeric code indicating civilian education method or accomplishment; possible value example "U" means doctorate degree.
60	CNRCSpecialEducationCode3	A 1-digit alpha or numeric code indicating civilian education method or accomplishment; possible value example "1" means one semester of college.
61	MidYearEdCode	High school graduates that will be midyear graduates
62	SpecialCollegeFlag	Special college indicator
63	AFVTDepthPercept	One-digit alphabetic code, Armed Forces Vision Test results on near and distant visual acuity, horizontal and vertical phorias, and stereopsis (depth perception)
64	CorrectedVisionFarLeft	Two-digit vision test results
65	CorrectedVisionFarRight	Two-digit vision test results
66	CorrectedVisionNearLeft	Two-digit vision test results
67	CorrectedVisionNearRight	Two-digit vision test results
68	UncorrectedVisionFarLeft	Two-digit vision test results
69	UncorrectedVisionFarRight	Two-digit vision test results
70	UncorrectedVisionNearLeft	Two-digit vision test results
71	UncorrectedVisionNearRight	Two-digit vision test results
72	HearingAcuity	One-digit hearing test results
73	AIM Score	ACT Information Manager; a program to help organize and present data from the ACT test.
74	AO Score	Assemble Object separate tests score on the ASVAB
75	AR Score	Arithmetic Reasoning separate tests score on the ASVAB
76	AS Score	Auto Shop separate tests score on the ASVAB
77	CS Score	Coding Speed separate tests score on the ASVAB
78	DLAB Score	Defense Language Aptitude Battery is the test score for aspiring translators.
79	DLAB Date	Formatted, yyyyymmdd. The next four columns represent year, month, day, and reformatted date. Date Defense Language Aptitude Battery test was given.
80	EI Score	Electronics Information separate tests score on the ASVAB
81	GS Score	General Science separate tests score on the ASVAB
82	MC Score	Mechanical Comprehension separate tests score on the ASVAB
83	MK Score	Mathematics Knowledge separate tests score on the ASVAB
84	NAPT Score	Navy Advanced Programs Test is a supplementary test for Nuclear Field [NF] Program for applicants who do not qualify based solely on ASVAB line scores.
85	NAPT Type Code	Navy Advanced Programs Test type code; possible value is "P".
86	NIDT Code	Non-Instrumented Drug Testing program code has been eliminated since drug testing in the Navy DEP will no longer take place; MEPS and RTC rules apply.
87	PC Score	Paragraph Comprehension tests score on the ASVAB
88	PQS Code	Personnel Qualification Score code; possible values are "Y" yes, "N" no, and "I" incomplete
89	VE Score	Verbal is the raw Word Knowledge+Paragraph Comprehension scores of the ASVAB
90	WK Score	Word Knowledge separate tests score on the ASVAB
91	CancellationDate	Represents the date the Future Sailor attrited from DEP. Formatted, yyyyymmdd. The next four columns represent year, month, day, and reformatted date.

<b><i>Sequence</i></b>	<b><i>Field Name</i></b>	<b><i>Description</i></b>
92	Program	Two- or three-digit alphabetic code indicating the signing commitment Future Sailor enlisted under; possible values are: “5YO” 5 year obligation, “NF” nuclear field, or “ATF” advanced technical field
93	ASVABTestScoresWaiveredFlag	Indicates if an ASVAB test score waiver was received; possible values “Y” yes, “N” no
94	BodyFatPercent	Future Sailor’s body fat percentage
95	BodyFatPercentCode	Future Sailor’s body fat code to indicate “1”, “2”, “3” percentage points above requirements
96	ConfirmDate	This date is the same as the date in sequence number 2.
97	Rate	Future Sailor’s occupational specialization or job specialty; possible values are “GSE” Gas Turbine Systems Technician - Electrical , “AV” avionics, or “SB” special boat.
98	ProjectedRTCGradDate	Formatted, yyymmdd. The next four columns represent year, month, day, and reformatted date.
99	RTC CancellationDate	Formatted, yyymmdd. The next four columns represent year, month, day, and reformatted date.

## Appendix B: Acronyms

<u><i>Acronym</i></u>	<u><i>Definition</i></u>
3Ms	Medical, Moral, and Mental
AC	Active Component
AEPI	Army Environmental Policy Institute; Type of recruiter malpractice, DD214
AFQT	Armed Forces Qualification Test
AOR	Area of Responsibility
ARGOAL	Annual Recruiting Goal
ARMDEC SAFE	Army Aviation and Missile Research, Development, and Engineering Center Safe Access File Exchange; Application used to send large files to individuals that would normally be too large to send via email. Anyone can use it; authentication is handled via email and CAC, and there are limits to time (14 days) and space (25M).
ASMO	Assignment Memorandum Order
ASVAB	Armed Services Vocational Aptitude Battery
BEER	Basic Enlistment Eligibility Requirement
CAC	Common Access Card
CANREC	Canvasser Recruiter
CARE	Counsel and Advocate in a Recruit Environment
CeTARS	Corporate enterprise Training Activity Resource System
CRF	Career Recruiter Force (CRF)
DEC	Direct Enlistment Code; used to track advertisement source code
DEERS	Defense Enrollment Eligibility Reporting System
DEP	Delayed Entry Program
Div or DIV	Division
DONCAF	Department of the Navy Central Adjudication Facility; a Naval Criminal Investigative Service (NCIS) organization that is responsible for determining who within the Department of the Navy is eligible to hold a security.
EST	Enlistment Screening Test
FAST	Fundamental Applied Skills Training
FIT	Fitness Intensive Training
IM	<i>Instant Messaging</i>
IT	Information Technology
MEPS	Military Entrance Processing Command (USMEPCOM); handles all military processing for all services
MEPS	Military Entrance Processing Station; it is a Department of Defense joint-service organization staffed with military and civilians. Their job is to determine an applicant's physical qualifications, aptitude, and moral standards as set by each branch of military service, the Department of Defense, and federal law.
MIRS	MEPCOM Integrated Reporting System
MRI	Mobile Recruiting Initiative; Laptop and IT solution for recruiters that uses wireless computing with 3G (third-generation mobile communications) connectivity and merges digital data with NRC's core applications: Web-RTools and PRIDE MOD II.
NALTS	National Advertising Leads Tracking System
NASIS	Navy Accessions Security Information Systems ; Security system that process the SF-86
NAVET	Navy Veteran; Enlistment program for those who were once in the Navy, left, and returned to enlist
NC	Navy Counselor
NCO	New Contract Objectives

<u><i>Acronym</i></u>	<u><i>Definition</i></u>
<i>NIPRNet</i>	<i>Non-secure Internet Protocol Router Network</i>
NOSC	Navy Operational Support Center
NRC	Navy Recruiting Command
NRD	Navy Recruiting District
NRS	Navy Recruiting Station
NTAF	Navy Talent Acquisition Force
OPNote or OpNote	Operations Notice
OSVET	Other Service Veteran; Enlistment program for those who were once enlisted in Army, Air Force, or Marines
PASS	Personal Applied Skills Streaming; PASS is for anger issues.
PFA	Physical Fitness Assessment
PiCAT	Prescreen Internet Based Computerized Adaptive Test
PQS	Personal Qualifications Standard/Score
PRIDE MOD II	Personalized Recruiting for Immediate and Delayed Enlistment Modernization II
RC	Reserve Component
RCU	Recruit Convalescent Unit
RDC	Recruit Division Commander
RQAT	Recruit Quality Assurance Team
RQAT	Recruit Quality Assurance Team
RSID	Recruiting Station ID
RTC	Recruit Training Command
RTO	Refuse to Obligate
<i>SIPRNet</i>	<i>Secure Internet Protocol Routing Network</i>
SWCC	Special Warfare Combatant Crewmen; Pronounced as “Swick”
TDP	Technical Development Plan to secure funding
THU	Temporary Hold Unit
VALOR	Value Oriented Training
VR	Virtual Recruiting
Web-STEAM	Web Standardized Territory Evaluation and Analysis for Management; System to align NRDs by ZIP code
Web-RTools	Web-based Recruiter Tools

## Appendix C: Definitions

<u><i>Term</i></u>	<u><i>Definition</i></u>
Customer	Prospect or Applicant; sometimes the parent or significant other
DEP Management	Customer service and communication with Future Sailors, i.e., recruit applicants
Optimization	Use of algorithm to set recruiting method
Cyber	Sailors are blueprinted, via Navy.com.
Virtual	Use of online technology to recruit, “no physical presence” – it is processing vs. recruiting.
PiCAT	Prescreen Internet Based Computerized Adaptive Test. It is an untimed, un-proctored, version of the ASVAB that can be taken from any computer. Applicants have 24 hours to complete the test once they sign in.
EST	Enlistment Screening Test. Conventionally-administered, paper-and-pencil test
Door Knocking	Door knocking is when recruiters visit the address of a lead in an attempt to make contact. This is exercised if email, telephone, and other social media attempts to make contact were not successful. Recruiters at Miracle Mile said they have approximately 3 of these each week.
Blueprinting	During initial interviews with prospects, a recruiter asks questions about mental, moral, and medical (physical qualifications) to determine if the prospects meet Basic Enlistment Eligibility Requirements (BEERs) before requesting they take an ASVAB test.
3Ms	Mental, Moral, and Medical eligibility for Navy service

## Appendix D: Accession Totals

### FY13 Accession Totals

	<u>Total</u>	<u>Percentage</u>	<u>Average</u>	<u>Median</u>	<u>Mode</u>	<u>Max</u>	<u>Min</u>	<u>Females</u>	<u>Males</u>
<b>Total Accession</b>	43328							10173	33155
<b>NRD OH</b>	2145	4.95						475	1670
<b>Virtually Recruited</b>	N/A	N/A						0	0
<b>Prior Service</b>	72	0.17						10	62
<b>AFQT &gt;= 50</b>	36630	84.54						8063	28567
<b>AFQT &lt;50</b>	6698	15.46						2110	4588
<b>AC</b>	40109	92.57						9363	30746
<b>RC</b>	3219	7.43						810	2409
<b>Females</b>	10173	23.48							
<b>Males</b>	33155	76.52							
<b>DEP Length</b>			4.94	5	5	19	0		
<b>AFQT Score</b>			67.48	68	70	99	23		
<b>NRD OH AFQT</b>	2145	4.95	65.05	64	70	99	35	475	1670
<b>NRD OH VR AFQT</b>	N/A	N/A						0	0
<b>No Conduct Waiver REQ</b>	42496	98.08						10047	32449
<b>Yes Conduct Waiver List REQ</b>	832	1.92						126	706
<b>No Non-Conduct Waiver REQ</b>	37717	87.05						8913	28804
<b>Yes Non-Conduct Waiver List REQ</b>	5611	12.95						1260	4351
<b>No REQ Waiver of Both Types</b>	37133	85.70						8825	28308
<b>Yes REQ Waiver of Both Types</b>	110	0.25						12	98

### FY14 Accession Totals

	<u>Total</u>	<u>Percentage</u>	<u>Average</u>	<u>Median</u>	<u>Mode</u>	<u>Max</u>	<u>Min</u>	<u>Females</u>	<u>Males</u>
<b>Total Accession</b>	36695							8552	28143
<b>NRD OH</b>	1692	4.61						391	1301
<b>Virtually Recruited</b>	N/A	N/A							0
<b>Prior Service</b>	67	0.18						8	59
<b>AFQT &gt;= 50</b>	32479	88.51						7164	25315
<b>AFQT &lt;50</b>	4216	11.49						1388	2828



	<u>Total</u>	<u>Percentage</u>	<u>Average</u>	<u>Median</u>	<u>Mode</u>	<u>Max</u>	<u>Min</u>	<u>Females</u>	<u>Males</u>
AC	33765	92.02						7806	25959
RC	2930	7.98						746	2184
Females	8552	23.31							
Males	28143	76.69							
DEP Length			5.61	6	6	17	0		
AFQT Score			68.49	68	70	99	0		
NRD OH AFQT	1692	4.61	66.81	67	70	99	35	391	1301
NRD OH VR AFQT	N/A	N/A						0	0
No Conduct Waiver REQ	36021	98.16						8451	27570
Yes Conduct Waiver List REQ	674	1.84						101	573
No Non- Conduct Waiver REQ	31601	86.12						7412	24189
Yes Non- Conduct Waiver List REQ	5094	13.88						1140	3954
No REQ Waiver of Both Types	31175	84.96						7342	23833
Yes REQ Waiver of Both Types	248	0.68						31	217

### FY15 Accession Totals

	<u>Total</u>	<u>Percentage</u>	<u>Average</u>	<u>Median</u>	<u>Mode</u>	<u>Max</u>	<u>Min</u>	<u>Females</u>	<u>Males</u>
FY15 Total Accession	38068							9530	28538
NRD OH	1691	4.44						400	1291
Virtually Recruited	13	0.03						4	9
Prior Service	90	0.24						14	76
AFQT >= 50	33708	88.55						7778	25930
AFQT < 50	4360	11.45						1752	2608
AC	35005	91.95						8766	26239
RC	3063	8.05						764	2299
Females	9530	25.03							
Males	28538	74.97							
DEP Length			5.11	5	7	17	0		
AFQT Score			68.28	68	70	99	35		
NRD OH AFQT	1691	4.44	67.08	67	70	87	54	400	1291
NRD OH VR AFQT	10	0.03	68.60	63.5	59	87	54	3	7

	<u>Total</u>	<u>Percentage</u>	<u>Average</u>	<u>Median</u>	<u>Mode</u>	<u>Max</u>	<u>Min</u>	<u>Females</u>	<u>Males</u>
No Conduct Waiver REQ	37185	97.68						9363	27822
Yes Conduct Waiver List REQ	883	2.32						167	716
No Non-Conduct Waiver REQ	33372	87.66						8441	24931
Yes Non-Conduct Waiver List REQ	4696	12.34						1089	3607
No REQ Waiver of Both Types	32757	86.05						8313	24444
Yes REQ Waiver of Both Types	268	0.70						39	229

*Note: FY15 is a partial year of Virtual Recruiting that began with the 2<sup>nd</sup> quarter, i.e., January 2015.*

### FY16 Accession Totals

	<u>Total</u>	<u>Percentage</u>	<u>Average</u>	<u>Median</u>	<u>Mode</u>	<u>Max</u>	<u>Min</u>	<u>Females</u>	<u>Males</u>
Total Accession	34213							8390	25823
NRD OH	1446	4.23						315	1131
Virtually Recruited	229	0.67						49	180
Prior Service	97	0.28						8	89
AFQT >= 50	29051	84.91						6398	22653
AFQT <50	5162	15.09						1992	3170
AC	30615	89.48						7483	23132
RC	3598	10.52						907	2691
Females	8390	24.52							
Males	25823	75.48							
DEP Length			5.11	5	6	17	0		
AFQT Score			67.56	67	70	99	0		
NRD OH AFQT	1446	4.23	66.39	66	61	99	35	315	1131
NRD OH VR AFQT	51	0.15	63.55	61	62	94	39	9	42
No Conduct Waiver REQ	33462	97.80						8268	25194
Yes Conduct Waiver List REQ	751	2.20						122	629
No Non-Conduct Waiver REQ	29698	86.80						7285	22413
Yes Non-Conduct Waiver List REQ	4508	13.18						1100	3408
No REQ Waiver of Both Types	29211	85.38						7206	22005
Yes REQ Waiver of Both Types	264	0.77						43	221

*Note: FY16 is the first and only full year of Virtual Recruiting; FY17, once complete, will be the second full year.*

## FY17 Accession Totals

	<u>Total</u>	<u>Percentage</u>	<u>Average</u>	<u>Median</u>	<u>Mode</u>	<u>Max</u>	<u>Min</u>	<u>Females</u>	<u>Males</u>
<b>Total Accession</b>	13445							3253	10192
<b>NRD OH</b>	633	4.71						147	486
<b>Virtually Recruited</b>	63	0.47						48	15
<b>Prior Service</b>	62	0.46						10	52
<b>AFQT &gt;= 50</b>	11497	85.51						2543	8954
<b>AFQT &lt;50</b>	1948	14.49						710	1238
<b>AC</b>	12032	89.49						2874	9158
<b>RC</b>	1413	10.51						379	1034
<b>Females</b>	3253	24.19							
<b>Males</b>	10192	75.81							
<b>DEP Length</b>			6.05	6	5	19	0		
<b>AFQT Score</b>			68.12	68	70	99	31		
<b>NRD OH AFQT</b>	633	4.71	67.71	69	70	99	50	147	486
<b>NRD OH VR AFQT</b>	9	0.07	74.22	79	#N/A	89	43	3	6
<b>No Conduct Waiver REQ</b>	13110	97.51						3202	9908
<b>Yes Conduct Waiver List REQ</b>	335	2.49						45	290
<b>No Non-Conduct Waiver REQ</b>	11858	88.20						2882	8976
<b>Yes Non-Conduct Waiver List REQ</b>	1587	11.80						371	1216
<b>No REQ Waiver of Both Types</b>	11635	86.54						2848	8787
<b>Yes REQ Waiver of Both Types</b>	112	0.83						11	101

***Note:** #N/A means there is not a mode for that frequency, i.e., all values appear equally. Fiscal year 2017 includes October 2016 through February 2017 only.*

## Appendix E: Attrition Totals

### FY13 Attrition Totals

	<u>Total</u>	<u>Percentage</u>	<u>Average</u>	<u>Median</u>	<u>Mode</u>	<u>Max</u>	<u>Min</u>	<u>Females</u>	<u>Males</u>
<b>Total Attrition</b>	5554							1781	3773
<b>NRD OH</b>	310	5.58						100	210
<b>Virtually Recruited</b>	N/A	N/A						0	0
<b>Prior Service</b>	1	0.02						0	1
<b>AFQT &gt;= 50</b>	4688	84.41						1416	3272
<b>AFQT &lt;50</b>	866	15.59						365	501
<b>AC</b>	5004	90.10						1615	3389
<b>RC</b>	550	9.90						166	384
<b>Females</b>	1781	32.07							
<b>Males</b>	3773	67.93							
<b>DEP Length</b>			4.14	4	4	14	0		
<b>AFQT Score</b>			66.5135	66	70	99	0		
<b>NRD OH AFQT</b>	310	4.95	64.93	66	54	99	23	100	210
<b>NRD OH VR AFQT</b>	N/A	N/A						0	0
<b>No Conduct Waiver REQ</b>	3818	68.74						1215	2603
<b>Yes Conduct Waiver List REQ</b>	1736	31.26						566	1170
<b>No Non-Conduct Waiver REQ</b>	3143	56.59						990	2153
<b>Yes Non-Conduct Waiver List REQ</b>	2408	43.36						788	1620
<b>No REQ Waiver of Both Types</b>	3088	55.60						975	2113
<b>Yes REQ Waiver of Both Types</b>	1680	30.25						551	1129

### FY14 Attrition Totals

	<u>Total</u>	<u>Percentage</u>	<u>Average</u>	<u>Median</u>	<u>Mode</u>	<u>Max</u>	<u>Min</u>	<u>Females</u>	<u>Males</u>
<b>Total Attrition</b>	5052							1635	3417
<b>NRD OH</b>	265	5.25						100	165
<b>Virtually Recruited</b>	N/A	N/A						0	0
<b>Prior Service</b>	1	0.02						0	1
<b>AFQT &gt;= 50</b>	4413	87.35						1339	3074
<b>AFQT &lt;50</b>	639	12.65						296	343

	<u>Total</u>	<u>Percentage</u>	<u>Average</u>	<u>Median</u>	<u>Mode</u>	<u>Max</u>	<u>Min</u>	<u>Females</u>	<u>Males</u>
AC	4564	90.34						1494	3070
RC	488	9.66						141	347
Females	1635	32.36							
Males	3417	67.64							
DEP Length			4.531077	5	5	15	0		
AFQT Score			67.00475	66	70	99	0		
NRD OH AFQT	265	4.61	65.10227	62.5	62	99	35	100	165
NRD OH VR AFQT	N/A	N/A						0	0
No Conduct Waiver REQ	3719	73.61						1223	2496
Yes Conduct Waiver List REQ	1333	26.39						412	921
No Non- Conduct Waiver REQ	3163	62.61						1037	2126
Yes Non- Conduct Waiver List REQ	1885	37.31						594	1291
No REQ Waiver of Both Types	3096	61.28						1023	2073
Yes REQ Waiver of Both Types	1229	24.33						391	838

### FY15 Attrition Totals

	<u>Total</u>	<u>Percentage</u>	<u>Average</u>	<u>Median</u>	<u>Mode</u>	<u>Max</u>	<u>Min</u>	<u>Females</u>	<u>Males</u>
Total Attrition	4579							1426	3153
NRD OH	250	5.46						87	163
Virtually Recruited	3	0.07						0	3
Prior Service	0	0.00						0	0
AFQT >= 50	3963	86.55						1127	2836
AFQT < 50	616	13.45						299	317
AC	4053	88.51						1269	2784
RC	526	11.49						157	369
Females	1426	31.14							
Males	3153	68.86							
DEP Length			4.24	4	4	14	0		
AFQT Score			66.87	66	70	99	35		
NRD OH AFQT	250	5.46	66.38	66	52	99	35	87	163
NRD OH VR AFQT	1	0.02	70.00	70	70	70	70	0	1
No Conduct Waiver REQ	3441	75.15						1071	2370

	<u>Total</u>	<u>Percentage</u>	<u>Average</u>	<u>Median</u>	<u>Mode</u>	<u>Max</u>	<u>Min</u>	<u>Females</u>	<u>Males</u>
Yes Conduct Waiver List REQ	1138	24.85						355	783
No Non-Conduct Waiver REQ	3015	65.84						954	2061
Yes Non-Conduct Waiver List REQ	1564	34.16						472	1092
No REQ Waiver of Both Types	2952	64.47						940	2012
Yes REQ Waiver of Both Types	1055	23.04						338	717

### FY16 Attrition Totals

	<u>Total</u>	<u>Percentage</u>	<u>Average</u>	<u>Median</u>	<u>Mode</u>	<u>Max</u>	<u>Min</u>	<u>Females</u>	<u>Males</u>
Total Attrition	5640							1919	3721
NRD OH	317	5.62						105	212
Virtually Recruited	57	1.01						15	42
Prior Service	0	0.00						0	0
AFQT >= 50	4724	83.76						1471	3253
AFQT <50	916	16.24						448	468
AC	5113	90.66						1741	3372
RC	527	9.34						178	349
Females	1919	34.02							
Males	3721	65.98							
DEP Length			4.464894	4	5	16	0		
AFQT Score			66.28032	66	70	99	30		
NRD OH AFQT	317	5.62	65.61	64	54	99	35	105	212
NRD OH VR AFQT	10	0.18	61.2	59.5	64	81	48	4	6
No Conduct Waiver REQ	4184	74.18						1449	2735
Yes Conduct Waiver List REQ	1456	25.82						470	986
No Non-Conduct Waiver REQ	3742	66.35						1281	2461
Yes Non-Conduct Waiver List REQ	1898	33.65						638	1260
No REQ Waiver of Both Types	3666	65.00						1268	2398
Yes REQ Waiver of Both Types	1343	23.81						456	887

## FY17 Attrition Totals

	<u>Total</u>	<u>Percentage</u>	<u>Average</u>	<u>Median</u>	<u>Mode</u>	<u>Max</u>	<u>Min</u>	<u>Females</u>	<u>Males</u>
<b>Total Attrition</b>	2287							723	1564
<b>NRD OH</b>	121	5.29						32	89
<b>Virtually Recruited</b>	23	1.01						7	16
<b>Prior Service</b>	2	0.09						0	2
<b>AFQT &gt;= 50</b>	1950	85.26						569	1381
<b>AFQT &lt;50</b>	337	14.74						154	183
<b>AC</b>	2006	87.71						633	1373
<b>RC</b>	281	12.29						90	191
<b>Females</b>	723	31.61							
<b>Males</b>	1564	68.39							
<b>DEP Length</b>			5.11	5	5	18	0		
<b>AFQT Score</b>			67.04	67	70	99	35		
<b>NRD OH AFQT</b>	121	5.29	66.45	67	49	99	35	32	89
<b>NRD OH VR AFQT</b>	2	0.09	88.00	88	88	88	88	0	2
<b>No Conduct Waiver REQ</b>	1744	76.26						580	1164
<b>Yes Conduct Waiver List REQ</b>	543	23.74						143	400
<b>No Non-Conduct Waiver REQ</b>	1544	67.51						513	1031
<b>Yes Non-Conduct Waiver List REQ</b>	743	32.49						210	533
<b>No REQ Waiver of Both Types</b>	1516	66.29						507	1009
<b>Yes REQ Waiver of Both Types</b>	515	22.52						137	378

*Note: Fiscal year 2017 includes October 2016 through February 2017 only.*

## Appendix F: In-Month Analysis

### In-month Attrition DEP Lengths (FY15)

<u>DEP Lengths</u>	<u>Virtual</u>		<u>Active</u>	
	<u>Number</u>	<u>Percentage</u>	<u>Number</u>	<u>Percentage</u>
<= 6 months	1	100%	1108	73.08%
> 6 months	0	0%	408	26.92%

### In-month Attrition DEP Lengths (FY16)

<u>DEP Lengths</u>	<u>Virtual</u>		<u>Active</u>	
	<u>Number</u>	<u>Percentage</u>	<u>Number</u>	<u>Percentage</u>
<= 6 months	16	84.21%	1026	69.37%
> 6 months	3	15.79%	453	30.63%

### In-month Attrition DEP Lengths (FY17)

<u>DEP Lengths</u>	<u>Virtual</u>		<u>Active</u>	
	<u>Number</u>	<u>Percentage</u>	<u>Number</u>	<u>Percentage</u>
<= 6 months	1	33.33%	332	61.02%
> 6 months	2	66.66%	212	38.98%

The in-month DEP length analysis for fiscal years 2015 through 2017 provides a view into the DEP length of the Future Sailors that attrite within their ship month. It is a deeper view into the previous section that analyzes in-month attrition for all DEP lengths and the following section that analyzes the 6-month threshold for DEP lengths. This analysis confirms the greater number of attrites occur with Future Sailors that are six or less months into DEP. This supports the findings that Future Sailors with six or less months into DEP are more likely to attrite. Fiscal years 2013 and 2014 are not included in this analysis since there is no virtual recruitment to compare.



## Appendix G: Attrition Reason Code Totals

<i>Reason Code for Attrite Totals</i>					
<b><i>Reason Code Descriptions</i></b>	<b><i>FY13</i></b>	<b><i>FY14</i></b>	<b><i>FY15</i></b>	<b><i>FY16</i></b>	<b><i>FY17 thru Feb</i></b>
Refuse to Obligate	3312	3193	3013	4008	1695
Alcohol Abuse/Use	25	13	15	9	5
Civil Matter	337	233	179	148	74
Drug Abuse/Use	78	72	64	58	14
Failure to Graduate	65	42	34	47	6
Police Involvement	214	206	178	159	45
Pregnancy	171	132	122	121	52
Parental Consent	1	0	1	1	0
No BEERs Documentation	19	16	15	26	5
Positive MEPS Data	265	165	181	234	73
Fraudulent Enlistments	40	27	18	15	6
Body Fat Standards	161	148	78	88	51
Security Risk	5	6	6	5	4

Reasons for attrites (documented as reason codes) are an indicator of areas where recruiters can focus attention or apply filters earlier to have an impact. Appendix G is not an exhaustive list of reason codes, but shows the relative scope in totals with respect to mental, medical, and moral filters that recruiters and MEPS' staff apply. This table is meant to compliment Table 19, which gives percentages for appropriate comparison.

## Appendix H: Recommendations

<b><u>Recommendation</u></b>	<b><u>Reasoning</u></b>	<b><u>When to Implement</u></b>
Utilize the technology use categories for evaluating technologies to enhance Virtual Recruiting.	This will provide guidance for virtual recruiters and Future Sailors as to how technologies can be utilized.	Immediately
Develop further a mobile technology recruiting training tool into a deployable DEP management training tool based on the results of this study.	This tool will help to improve the DEP training experience and ensure Future Sailors are better prepared for RTC.	Begin design and development in 4 <sup>th</sup> Quarter of FY17
Establish an ongoing recruiter conference where virtual recruiters can share and gain from the practical experiences of others; include recognition of recruiters for their special talents and influence on Navy applicants.	This will allow recruiters to gain knowledge from the experiences of other recruiting professionals and remain motivated.	Immediately
Maintain stronger connections with Centers of Influence.	This is important for connecting to a stream of applicants.	Immediately
Allow recruiters to have contact with their particular recruits that are experiencing challenges at RTC.	The recruiters that have developed a bond with the Future Sailors can be a positive influence and re-enforcer.	A process must be developed with RTC; should be sought immediately

## Appendix I: NRD Ohio Columbus Onsite Visit – Trip Report Narrative

**For:** Master Chief LeVan NRD Ohio, and Kenny Harris NAWCTSD Air Branch 4635

**From:** Rodney Myers and Kimberly Crayton, NAWCTSD Air Branch 4635

**SUBJECT:** Command Travel Report for Virtual Recruiting, Columbus, OH, 22–24 August 2016

### **Agenda/Guidance:**

1. Geographic orientation of recruiting region
2. Documentation gathering related to processes, business rules, guidance, operating procedures, etc.
3. Discuss Virtual Recruiting DEP management with CDR Martin
4. Interview/question & answer with actual recruiter(s)
5. Preview of Virtual Recruiting technology sources
6. Finalize project proposal (technical development plan)
7. Discussion of what the NRD Team sees as "current barriers" to success after Optimization implantation and beyond, i.e., advertising budget converted to Virtual Recruiting, lack of presence or representation and the cultural change from area's that are now virtual
8. View/demonstration of as much of the Virtual Recruiting process and processes as we can see on this visit

**Tuesday, August 23, 2016**

**Participants:** NRD Ohio, CDR Abby Bopp, CDR Benjamin Martin, Master Chief Ryan LeVan; NAWCTSD AIR Branch, Kimberly Crayton, and Rodney Myers

### **Opening Remarks:**

- Mr. Myers began with an overview of the project (i.e., discussions with Mr. Callis on meeting with Mr. Peterson; project focus, deliverables, and timeline; the importance of keeping Administration informed and coordination with HQ; agreement that NRD Ohio are the functional customers; and AM (Ammons-Moreno, Daniel) would like to contribute from a technical perspective and could provide information on other Pilots).
- Master Chief LeVan provided an overview of their AOR (area of responsibility) mentioning the particulars of Minnesota (it is a two-man area and may be best ran that way), recruiting stations in Charleston (not very populated), and Division 1 (has more connection to go to MEPS for KY, WV, and OH)
- Master Chief LeVan also provided the high points on OpNote #29 (Operations Notice #29) and the exception being that CO's now have discretion to use local advertising, but have limitations.

### **Background Notes:**

- Navy has taken action to consolidate some NRDs (4 to 6 closed), reduce billets authorized (BA) and have sailors leave recruiting and return to the fleet. It is important to own Optimization and operate from its framework. For example, AM has identified hard hitting areas with schools where active recruiting including school visits is suspended, but is there one model or two to operate from with respect to optimization? If we compare WV (which has no connectivity) and Toledo and both are

determined by AM to be Virtual Recruiting areas, “What factors would make it run differently so both can be productive?” Is model driven by (1) what you can draw out of an area or (2) recruiters’ time from market to applicant and how they handle leads?

- There were these questions: whether there should be 1 or 2 models for optimization, as it relates to Virtual Recruiting? How do we not overburden our recruiters? The quality of the recruiting market needs to be better understood, i.e., what is the attitude quality of recruits per area.
- The organizational layout of NRD Ohio is OH took KY and WV (took out 6 NRDs), Charleston got new VR that canvassed with LPO, DEP pooled up to 60 when requested to focus on nukes and national goal of females and administer the PiCAT rather than EST, production volume went from 7 to 8 to now 3 or 4 with no aptitude problems; produce more from lead volume. Chief Recruiter (Master Chief LeVan) has 120 Enlisted recruiters and 22 Officer recruiters that report directly to him. Just prior to piloting Virtual Recruiting, the DEP size was 60 (individual DEPs) in the optimized territory: They reduced the DEP volume down to 6 from January to August by having the existing DEPs ship quicker (early) since DEP management is more difficult. He did so by raising the desired recruit quality and slowing the volume of enlistments. This allowed a focus on national issues (i.e., nukes, females) and the answer of where to find them may be WV. This allowed them to focus on advertising campaign to generate interest in Navy Special Warfare, Seals, ROTC, and Special Programs.
- Special reference: “Recruiters are not given a goal for the number of contracts.” (i.e., no new contract objectives (NCO). And, higher quality leads to greater retention and less attrition – high quality recruits attrite at lower rates. Need applications and tool that can be used at NRD that allows applicants to come see more about the Navy and recruiters to continue to show them this is the right place to be (Navy). There are differences in the quality of a recruit, particularly with recruit management; therefore, they need an NRC process that works within VR even for higher quality recruits to stay. Master Chief LeVan defined DEP management as customer service and communication. The customer is the Future Sailor and potential applicants. NRC controls leads from cyberspace and conducts blueprinting to split recruits by zip code. VR gets leads from NRD to Lead Shop sources. Lead Shops are undermanned. We have an LPO (Leading Petty Officer) that already has worked leads and knows the system, timelines, and how to use/budget advertising. The PiCAT will help to streamline the process because it will lead to a better-quality applicant/lead. Need more help on the training side of DEP management. Tools like Quizlet may offer some possibilities to help with physical readiness, testing, passing to next paygrade, PQS. DEPs/leads can be informed and tested on ships, rank, rates. In the guidance from Navy Recruiting Head Quarters, NRD Ohio was initially told it could not use funds for local advertisements; they were subsequently given authority to use the funds with a few exceptions, i.e., no advertising on Monster.com (this is handled at National level). Optimization/Virtual Recruiting will be driven by recruit quality, i.e., an ASVAB score of  $\leq 50$ .

Adjourned to meet with larger group.

**Participants: NRD Ohio, Chief Hytiki Rodgers (Division Leading Chief Petty Officer/Area Supervisor, Career Recruiter, Virtual Recruiting), Petty Officer Josh Caraway (System Administration, Virtual Recruiting), Master Chief Ryan LeVan (Chief Recruiter), Senior Chief Phan (Assistant Chief Recruiter for all enlisted production), Petty Officer Mike Estep (CANREC, Virtual Recruiter), Chief Justin Raymond (Division Leading Chief Petty Officer for Division 1, Career Recruiter); NAWCTSD AIR Branch, Kimberly Crayton, and Rodney Myers**

Notes:

- CANREC (Canvasser Recruiter) has 5 years to decide to be a career recruiter or return to SELRES (Selected Reservist); a hometown recruiter will not leave the area. Original Optimization OPNote was issued – “tell Future Sailors that they would no longer have to come to DEP meetings” – they will be turned over to a virtual recruiter. Recruiters were no longer able to pick up candidates; Master Chief LeVan did not deliver the message that the members no longer needed to attend meetings, instead he told the Future Sailors they would not be picked up by the Recruiters any longer. This kept them from having a sense of abandonment. DEP meetings continued and the Future Sailors found ways to get to the meetings. It took approximately 6 months to clean out the DEP (approximately January to August to get all DEPer out of DEP to begin Virtual Recruiting).
- Connectivity is a real problem in West Virginia and Northern Kentucky (these are the worse areas); cable television is an issue there as well. The recruiter takes the initiative to get the members to the library, a school, or anywhere to get online access, etc. A hometown career recruiter does not have a PRD; they have an EOAS only. Other qualities of a recruiter are provide customer service, keep DEPer/recruit motivated, have a training background, identify problems early so that they can take their attrite early vs. in shipping month. Their high-year tenure is 20 years for E-6. Virtual Recruiters should employ hometown recruiters for continuity. There are 2 different FTS Career Recruiters or CRF (Career Recruiter Force): (1) Production = hometown, (2) Management = transfers like active duty. On the active side, there is just the Management equivalent, these CRF transfer to a new NRD every 3 years. Virtual Recruiting will start on Division 1 (because of lower impact); expect to be able to use it in higher density areas. This is where shuttles are used at \$400/trip – via a private contract with a shuttle service vendor. How can this be cheaper or better managed? Occasionally, Future Sailors have formed a car pool for DEP meetings. There is concern for liabilities with this option so for joining it is not feasible. Otherwise, some Future Sailors show more of a commitment when they must invest more to continue.
- Someone can rejoin after being discharged; they need a Commanding Officer’s waiver to return. When someone decides not to ship to RTC, they are called an RTO (Refuse to Obligate). Recruiting station identification (RSID), 118 for Ohio – the first 3 digits determine which district in the country, the last three digits are which NRS or recruiting station. These identifiers appear in Web-RTools, Web-STEAM (this is the start, for leads, converts leads to new contract, shows propensity, all Services access this data), NALTS (National Advertising Leads Tracking System), PRIDE MOD II, MIRS (used by MEPS). Therefore, NALTS => feeds Web-RTools => which feeds PRIDE MOD II (where they get a job promise) => and MIRS is used at MEPS for medical information with no direct feed. The last three digits of 699 are used to track optimization. (Can virtual work in an active recruiting territory?) Elements are customer satisfaction and how would members react to be moved to virtual vs. having been in touch with a live recruiter. Critical to conduct a “warm hand-off.”
- CNRC is the boss/headquarter organization. Division 1 has not used any tools yet. Ohio was the first to optimize their territory. The following definitions were discussed: Optimization – use of algorithm to set recruiting method; Cyber – Sailors are blueprinted, via Navy.com; Virtual – use of online technology to recruit, “no physical presence” – it is processing vs. recruiting. Activities and resources to help Future Sailors get prepared: Personal qualifications standard (PQS) is one of the standard training methods for Future Sailors. DEPer need help learning rank and recognition, Sailor’s creed, 11 general orders century, etc. Officer candidates need to know some things prior to OCS as well. How do we ensure applicants get the information, since they are not coming into the office: Video technology, Applications, PiCAT is an example (it has a verification test)? Recruiters need Future Sailors to be motivated, committed, and involved. A recruiter quality measure is whether IG (Inspector General) calls have occurred (IG office at CNRC). Ohio does not have the access to

classify recruits; virtually. There are problems with PRIDE MOD II (must be job and ARGOAL availability). New applicants are re-blueprinted after interaction with cyber. PRIDE MOD II handles the classification at MEPS. ARGOAL (annual recruiting goal) – reservation at RTC; job is reservation to A-School. A-school will show as the rating in the Navy.

- Ideas on Needs: Business rules to identify and establish for VR beyond OpNote. Ways to communicate testimonials (to motivate, 30-sec video, show what Navy is and make Future Sailor feel a part of a larger entity (Navy)). Ways to conduct critical checks, possibility with a login (site to visit). Tools like Blackboard for mentor classes (no CAC login) or training. Library or YMCA resources researched. Ways to ensure physical standards are being maintained or achieved (use of YMCA to take physical readiness tests). Records are kept at MEPS with signature for 5 years once sent to RTC. Need a room to have special area where VR can be conducted.

Adjourned, for evening.

**Wednesday, August 24, 2016**

**Participants: NRD Ohio, Chief Hytiki Rodgers (Division Leading Chief Petty Officer/Area Supervisor, Career Recruiter, Virtual Recruiting), Petty Officer Josh Caraway (System Administration, Virtual Recruiting), Master Chief Ryan LeVan (Chief Recruiter), Senior Chief Phan (Assistant Chief Recruiter for all enlisted production), Petty Officer Mike Estep (CANREC recruiter, Virtual Recruiter), Chief Justin Raymond (Division Leading Chief Petty Officer for Division 1, Career Recruiter); NAWCTSD AIR Branch, Kimberly Crayton, and Rodney Myers**

Notes: Description of IT/ Tool inadequacies:

- Skype allows for multiple connections. NRD Ohio currently does not have the bandwidth to support this technology. NRD Ohio's bandwidth is being increased (not an adequate increase); needs a 30 MB increase. It's important to have the applicants conduct team exercises (need technology for this). The LEAD has a script for speaking with recruits – but recruiter's do not always follow it. The VALOR (value oriented recruiting) is the sales methodology that is used by Navy Recruiters. Height, weight, medical, police issues, drug, (medical, moral, mental); mental is aptitude, moral is police involvement – school suspension, running away from home; etc. are the criterial aspects used to evaluate applicants. There are biweekly discussions between Virtual Recruiting districts. Documentation (relates to PII concerns) transfer issues are still being understood – not yet solved.
- Once applicant reaches the MEPS; he/she is no longer in the virtual. There was a previous recruiting brain-storming conference called “innovation explosion session at NRC.” Physical prep during DEP; on the ROTC program, the high school PE teacher can perform a physical readiness test. Special programs will require additional contact during virtual process. Security clearance conducted by DONCAF, SF-86 security form. Mostly stress and anxiety could cause attrition at RTC. Need to have both audio and video and a way of recording the interaction (Instagram not recommended). Recruiters need to receive documents containing PII securely (ARMDEC SAFE may require CAC, CISCO Encryption site).

A diagram is being created from the notes obtained during this meeting that displays the process the applicant undergoes between virtual interactions during the recruitment process, i.e., initial contact is virtual, recruit reaches MEPS (physical contact), Virtual Recruiting resumes, recruit returns to MEPS (physical contact).

Adjourned, prepare for closeout meeting.

**Participants: CDR Abby Bopp, CDR Benjamin Martin, Master Chief Ryan LeVan, Kimberly Crayton, and Rodney Myers**

Notes: NAWCTSD will compile and send a comprehensive trip report by Tuesday, 30 August 2016 via email. The technical development plan (project proposal) will be finalized by Rodney Myers and provided to all stakeholders, and will be used to generate a POAM. The project's period of performance may be extended to one year vs. 6 months; awaiting direction from NAWCTSD leadership. Master Chief LeVan would like to accompany the NAWCTSD team for any travel meetings with RQAT, Great Lakes. NAWCTSD will communicate with CNRC technical staff directly and CDR Bopp and provide communication to senior leadership.

Adjourned, returned to Millington.

## Appendix J: NRD Ohio Toledo Onsite Visit – Trip Report Narrative

**For:** Master Chief LeVan NRD Ohio, and Kenny Harris NAWCTSD Air Branch 4635

**From:** Rodney Myers and Kimberly Crayton, NAWCTSD AIR Branch 4635

**SUBJECT:** Command Travel Report for Virtual Recruiting Site Visits, Toledo, OH, 26–27 October 2016

### **NRD Ohio Site Visit Agenda:**

#### **Agenda/Guidance:**

1. Discussion questions
2. Applicant needs and interactions
3. Technologies/Decision Support Tools
4. Data/Metrics
5. Shadowing
6. Gaps
7. Action Items

#### **Initial meeting Notes:**

#### **Wednesday, October 26, 2016**

**Participants:** Master Chief Ryan LeVan, Chief Hytiki Rodgers, Chief Justin Raymond, Master Chief Wright, and LCDR Andy Beltejar, Kimberly Crayton, and Rodney Myers

Notes: The above agenda was the guidance for this meeting. All discussion questions were discussed and information gathered. Additionally, the Virtual Recruiting Strategy is to give time back to the recruiter to focus on quality and goals (i.e., nukes, females, Navy programs). This will be the perspective as efficiency (i.e., time back), effectiveness (i.e., process working where VR contributes to the command mission), and other metrics are further developed. A recruiter's time is marginally captured by task using a prospecting plan. Keeping an eye on customer service complaints with DEP management, all service accession data and changes to the distribution and targeting schools that were productive should be given some consideration. No-cost leads are primarily obtained through prospects providing referrals. Recruits attempt to obtain 3 referrals from each prospect. Verifying this with support from the data will be a challenge to obtain since advertising on websites are credited to Virtual Recruiting if a particular phone number is used. Current manning at each of the 4 Naval Recruiting Stations (NRS) in Division 1 (Toledo, Mansfield, Miracle Mile, and Findley) was provided. Help with figuring out the number of recruiters to put in an area was also requested as the Navy attempts to maintain 25 to 33 % of the market with respect to the other services. A twenty-five-mile radius outside each NRS in Division 1 defines the virtual area to be managed by Chief Rodgers. Also, DEP meetings are separate for males and females. Will this approach have an impact on Virtual Recruiting DEP management? Finally, the Virtual Recruiting Process Timeline Diagram was carefully reviewed and will be updated with the additional information and corrections to the initial version. The Technology Table and Decision Support Table with respect to recruiter's tasks and the Virtual Recruiting process diagram were also carefully reviewed during these meetings.



Adjourned for drive to Mansfield, OH meeting.

### **Mansfield meeting Notes:**

**Participants:** Master Chief Ryan LeVan, Chief Hytiki Rodgers, Chief Justin Raymond, LCDR Andy Beltejar, Chief Delacruz, Petty Officer Power, Petty Officer Day, and Petty Officer Baker, Kimberly Crayton, and Rodney Myers

**Notes:** The Mansfield location includes 41 high schools within 12 zip codes, of which 8 are virtually recruited. It was stated that the use of Facebook technology is most likely, because it allows for a faster response and applicants are more likely to respond. Recruiters use the high school's phone number to contact students and use the guidance counselor as the contact person. For students under the age of 18, a parent's permission is required for the recruiter to meet with the student for an interview. Some students are given a practice ASVAB (i.e., EST which is loaded on MRI recruiter laptops) and are blueprinted prior to recruiters meeting with parents. Recruiters have laptops that contain the practice ASVAB. Delayed Entry Program (DEP) meetings typically have 3 to 5 applicants. This office hosts its DEP meetings at varying locations, such as: AMVETS, YMCA, Ohio health center, etc. These facilities are at no costs. The interactions with applicants are recorded in Web-RTools. The high school's population ranges from 25 to 300 seniors.

A Future Sailor was present for a mentoring session with Petty Officer Power. (Note: His original recruiter was transferred.) It was an opportunity to witness a mentoring session. This Future Sailor is currently a high school senior who entered DEP in June of 2016 (the summer between his Jr. and Sr. years of high school). What we witnessed was the weigh-in, sign-in and recording of information, his interaction with his mentor (local recruiter), and his interaction with Chief Rodgers concerning the Future Sailor's preparation for Navy service. We gathered – the recruit was very confident in his decision to join the Navy, is receiving very active feedback from a family member who joined one year earlier, his family is supportive of his decision, and he is busy working through 12<sup>th</sup> grade requirements as he prepares to ship next summer (his DEP will be 12 months). Chief Rodgers called the Future Sailor to attention and requested he recite the Eleven General orders of a Sentry. The Future Sailor knew most of the orders, but not completely. Chief Rodgers corrected him on stance, posture, and knowledge of the orders. Afterwards, Chief Rodgers pointed out that mentoring is difficult in a virtual environment, because the opportunity to mentor a Future Sailor on the physical presence, procedural, and knowledge of content cannot be captured unless in-person or visually. When the Future Sailor's direct mentor arrived at the office, we witnessed a lightbulb reaction between the Future Sailor and the recruiter and it was obvious there exist a lasting connection. They discussed sporting activities the Future Sailor is involved in and when it was time for the Future Sailor to depart, the recruiter mentored the Future Sailor through the correct procedure for crossing the Quarterdeck to obtain permission to go ashore, i.e., leave the spaces. These interactions contribute greatly to our understanding of how recruiting operates and the need for visual and audible interactions in DEP management. There was also an interested prospect in the NRS to both interview and complete an EST exam. This individual was referred by a friend that had shipped to RTC, but was an attrite. Both the prospect and Future Sailor brought friends with them who could also obtain information by witnessing the interaction of the recruiter and friend.

Adjourned to return to Toledo for the evening.

**“Miracle Mile” meeting notes:**

**Thursday, October 27, 2016**

**Participants:** Master Chief Ryan LeVan, Chief Hytiki Rogers, Chief Raymond, Leading Petty Officer Kilgore, Petty Officer Wulf, Kimberly Crayton, and Rodney Myers

**Notes:** The Miracle Mile location is minutes away from downtown Toledo, OH, and 2 miles from the Michigan boarder. It was previously closed for some time and reopened, re-staffed with two recruiters. Whitmer High School is immediately behind the NRS, however, the frequency of walk-ins has decreased since the 2 year closure. Leading Petty Officer Kilgore ran the NRS for 5 years before its closure, but has only returned since July. Petty Officer Wulf, there for 8 months, had 2 interviews scheduled to obtain Blueprints at Clay High School that morning. The only other technology at the NRS was their MRI laptop, flatscreen TV, and DVD player. The recruiting strategies the recruiters shared were flyers and posters that they designed and purchased with personal funds to enhance their ability to communicate with applicants, door knocking, use of Facebook for initial contacting, and obtaining dispositions daily. They commented that they field approximately 5 leads/day. They feel that Facebook is becoming less of the norm, and technologies such as SnapChat and Instagram are more popular (see Table 1: Virtual Technologies Metrics). The two testing tools they use are EST for local testing in the recruiting station and PiCAT for un-proctored online testing. Applicants are required to take a “confirmation” test once they reach RTC. If the confirmation test is successful – the applicant is not required to take the full ASVAB, otherwise the full ASVAB may be required. If the full ASVAB does not yield a comparable score, the applicant is not further processed at the MEPS. Applicants hand-carry their documents through MEPS – these documents are verified by MEPS. Chief Rodgers maintains an ongoing confirmation with MEPS staff to speak with classifiers, pull live scores, pull what jobs pop, and to verify if all paperwork on applicants has cleared the MEPS. There are times when recruiting districts will have a physical recruiter present at MEPS to aid applicants for which they are recruiting and for transport. Virtual Recruiters, like Chief Rogers, work as a team to coordinate with NRS and the MEPS.

Adjourned, returned to Millington.

## Appendix K: RTC Great Lakes Onsite Visit – Trip Report Narrative

**For:** Master Chief LeVan NRD Ohio, and Kenny Harris NAWCTSD Air Branch 4635

**From:** Rodney Myers and Kimberly Crayton, NAWCTSD AIR Branch 4635

**SUBJECT:** Navy Recruiting District Ohio LCPO/LPO Leadership conference, 4–6 January 2017

### **Recruit Training Command (RTC) Site Visit Agenda:**

#### **Schedule of Events:**

##### **Wednesday, 4 January 2017**

- (1830) Arrive at NGIS, Building 62, check-in
- (1930) Depart NGIS, Building 62, en route to Golden 13
- (2000) Observe newly arriving recruits and check-in process
- (0100) Depart USS Arizona en route to NGIS, Building 62

##### **Thursday, 5 January 2017**

- (0715) Meet at NGIS, Building 62
- (0720) Depart NGIS, Building 62, en route to USS Pearl Harbor
- (0730) Arrive USS Pearl Harbor for tour of in-processing rules and procedures
- (0825) Depart USS Pearl Harbor en route to Golden 13
- (0830) Arrive Golden 13 for tour and overview of Night of Arrival
- (0850) Transition to Night of Arrival Classroom for Moment of Truth
- (1000) Transition to small pool for Warrior Challenge training pipeline overview
- (1035) Depart small pool en route to USS Indianapolis
- (1040) Arrive USS Indianapolis for overview of water survival training
- (1105) Depart USS Indianapolis en route to USS Chief
- (1110) Arrive USS Chief for overview of firefighting, damage control, and chemical, biological, and radiological training
- (1150) Depart USS Chief en route to USS Arizona
- (1200) Arrive USS Arizona for lunch with recruits
- (1245) Transition to ship tour of USS Arizona
- (1330) Transition to classroom for RTC brief: “Things We Would Like Recruiters to Know”
- (1430) Depart USS Arizona en route to USS Missouri
- (1440) Arrive USS Missouri for Small Arms Marksmanship Trainer tour
- (1505) Depart USS Missouri en route to USS Wisconsin
- (1508) Arrive USS Wisconsin for live fire range tour
- (1525) Depart USS Wisconsin en route to Freedom Hall
- (1530) Arrive Freedom Hall for physical fitness facility tour and overview of physical fitness training, with an emphasis on challenges recruits face
- (1600) Depart Freedom Hall en route to USS Marlinespike
- (1610) Arrive USS Marlinespike for overview of seamanship training
- (1625) Depart USS Marlinespike en route to USS Arizona
- (1630) Arrive USS Arizona to meet graduating divisions at pizza night
- (1820) Depart USS Arizona en route to NGIS, Building 62

### **Friday, 6 January 2017**

(0615) Meet at NGIS, Building 62  
(0620) Depart NGIS, Building 62, en route to USS Iowa  
(0630) Arrive USS Iowa warehouse entrance for Battle Stations-21 tour  
(0715) Depart USS Iowa en route to Reuben James  
(0725) Arrive USS Reuben James for breakfast with performing division recruits  
(0810) Depart USS Reuben James en route to USS Iowa  
(0820) Arrive USS Iowa Battle Stations-21 to observe capping ceremony  
(0845) Depart USS Iowa en route to Midway Ceremonial Drill Hall  
(0855) Arrive Midway Ceremonial Drill Hall to be escorted to dais seats  
(0900) Observe recruit graduation  
(1035) Depart Midway Ceremonial Drill Hall en route to USS Iowa  
(1045) Arrive USS Iowa, classroom 103, for RDC “C” School Roundtable  
(1130) Depart RTC, Itinerary complete

### **Day 1:**

### **Wednesday, 4 January 2017**

**Subject(s):** Golden 13 – observation of newly arriving recruits and check-in process

**Notes/takeaways:** The primary purpose of recruit training is to build teams (divisions) and provide recruits with the necessary initial training that will “sailorize” them. Recruit information will be entered into CeTARS on the night of arrival. CeTARS – Recruit Training Management will validate biometric data and provide a class convene and completion date by SSN. It also will provide applicant medical and emergency contact information. Upon arrival, immediately off the bus, Recruits must provide to the in-processing Chief their service record (paper work generated at MEPS) and receive instructions on their first (not to exceed 2 minutes) phone call home to notify love ones of their safe arrival, expect another phone call in 3 weeks, expect to receive a letter that will include the recruit’s address, password for parking passes, perspective graduation date, and list of guests invited for graduation, and also will receive a package with all the recruit’s belongings. Recruits are encouraged to use their personal cell phones for the first call home on the night of arrival (parents are told in advance to expect this call). Recruits are immediately separated by gender and further separated if they belong to the following special groups: play a musical instrument or participated in band, buddy program, significate other also in training for the next 8 weeks, prior military service, NAVET, OSVET, contractor SEAL, DOD SWCC, Air Rescue Swimmer, Navy Diver, or have prescription medicine given to them by a doctor before coming into the military. A urine analysis is conducted first. Next, recruits are evaluated for proper shoe fitting using a machine that measures each recruit’s height, weight, and arch. The recruits are then issued a ditty bag that includes everything they will need while at boot camp and a box to ship all other belongings home. Two forms of ID (certified copies of SSN are not valid ID/must have the original), prescription medicine documented at MEPS (including birth control for females), wedding bands, and eye contacts until they are replaced by strength adjustable glasses are the only personal belongings recruits are allowed to keep. Large breasted females are allowed to bring sports bras until they are allowed to go to the Exchange to purchase the proper size bras. Females must also purchase (on night of arrival) any hair products they will

need they are not allowed to share combs or brushes and must remove any nail polish. Male recruits receive a haircut before using their two forms of ID to get a CAC card issued. On P2-day (processing day number 2), recruits must have their CAC before taking the DEP test. Recruits that score high on the DEP test are promoted to E2 or E3 9 months early. Eighty percent (80%) pass the written test. Many recruits (60%) fail the initial physical fitness assessment (PFA); whereas, many (80%) pass the written test. Recruits have until P5 day to pass the PFA. Incoming recruits should be encouraged not to have wigs or dread locks; braids and weave are acceptable – but must be managed according to standards. Recruits are allowed 15 minutes to awake, shower, dress, and be ready for the day's activities while in boot camp with approximately 88 other recruits (division size is typically 80 to 88 recruits) also getting ready. Recruits must have 2 forms of ID in order to receive a CAC card (this was strongly emphasized since no training can begin without it). Recruits will receive a cash card with \$150 for expenses (note that meals, clothing, and housing are provided at no expense). Recruits are to have no physical contact between recruits; emails and any other form of note passing is a violation of the no contact rule (this was strongly emphasized for recruit safety; it is a part of the CO's Top Six and could result in a separation or a two-week setback in training). Recruits are required to know the CO's Top Six (this was strongly emphasized). The CO's Top Six are no sexual harassment, no substance abuse, no racism or discrimination, no fraternization, no recruit contact, and no hazing. A breathalyzer test for detection of alcohol is given before leaving MEPS, but is not tested at boot camp. During boot camp, those recruits with SEPs (separations) and THU (temporary holding units) are given additional duties (cleaning, escorts, or office work) but can earn privileges (watching movies, calling home, or enjoying liberty). Recruits that are processed out of the Navy during processing days are sent to the arcade room called "Ricky Heaven" until they are sent home (via commercial bus). Recruits will be allowed a second phone call on the 3rd week of boot camp, and a third phone call the night before graduation. Recruits should be encouraged to have phone numbers available for all calls, including their recruiter's numbers since their phone will be sent home, and should not bring suitcases. The more personal items recruits have in their possession, the more expensive to ship home. Recruits will have the option of disposing or donating their personal items. Many recruits struggle with the PFA, they are required to run every two days, recruits can swim each day (note: approximately 65% of the recruits will fail the swim test). Recruits that do not pass the PFA are moved to FIT (Fitness Intensive Training). ASMO (Assignment Memorandum Order) is used to put a recruit into a Special Program Division to help them, which includes Fitness Improvement Training (FIT), Recruit Convalescent Unit (RCU), Fundamental Applied Skills Training (FAST), Counsel and Advocate in a Recruit Environment (CARE) and Personal Applied Skills Streaming (PASS is for anger issues). After P5 day, recruits are moved to a ship where they will reside through boot camp. If a recruit is subject to attrite – the Navy's goal is to process any attrite prior to P5 (for cost savings). RTC conducts 48 graduations each year. After witnessing the check-in process, the biggest takeaway is understanding how Recruiters can set recruits up for success by training the START guide, CO's Top Six, conducting physical fitness (running and swimming) in DEP, and ensuring recruits have 2 forms of ID before shipping to RTC.

## Day 2:

### Thursday, 5 January 2017

**Subject(s):** In-process rules and procedures; night of arrival overview; moment of truth, Warrior Challenge training pipeline overview; water survival training; firefighting; damage control; chemical biological, and radiological training; lunch with recruits; “things we would like the recruits to know – brief” small arms marksmanship trainer; live fire range tour; physical fitness facility tour and overview of physical fitness training; seamanship training; and meet graduating divisions at pizza night.

**Notes/takeaways:** We spoke with recruits from DIV 916 after in-processing and spending their first night at RTC. The 900 divisions come in slower because it takes longer (one to two weeks) to get recruits with rifle twirling, flag or music experience, etc. We asked about their DEP experience, Virtual Recruiting, how they would see Virtual Recruiting working, and how any of it prepared them for what they have experienced thus far. Several recruits commented that a six-month DEP is too long. Recruits said there were required monthly DEP meetings they attended. Two female recruits from different areas mentioned they were very prepared for the stern talk and high expectation for compliance. They did not expect it to begin at the airport, but their recruiter warned them to remember why they were there. Neither was afraid or anxious, but more very excited and curious about what would happen next since they felt prepared for the challenge. They were asked if they felt prepared for the physical aspects ahead. Both were very strong swimmers and felt their recruiter helped them prepare for the run. Both felt they have received the careers they sought for, but one wanted to be a rescue swimmer. With all the physical activity they did with their recruiter at DEP meetings, neither could see how Virtual Recruiting would work. One needed an age waiver signed by both parents since she was 17 years old and her dad was not “on board” with her going into the Navy. She really needed the recruiter to meet with them and explain things from her perspective. She did not think that could be done virtually. Now, her only worry is whether to invite “dad” to RTC graduation using the first letter home. She said, “He signed, but I don’t want him to be mean to the people here if he comes.” Several recruits commented there was not enough warning to them during DEP to be prepared for having to be awake for long periods and the required long lengths for standing. Processing day 1 (P1) is from 0400 until 2000. They will have anywhere from 3 to 4 processing days with the CO’s Top Six covered during that time. Recruit contact (i.e., touching) is the most common recruit offense in boot camp. There are no high 5’s, holding hands, or hugs. Many recruits lack mental resilience. Medical is not handled by Federal healthcare (Federal Health Care System-FHCS) – no longer owned by RTC. There is not much yelling at Pearl Harbor; however, nail polish is removed, fake eyelashes are removed, contacts are removed, and fake hair is removed while 2 ID’s are a must. Anyone without 2 ID’s must have them FedExed to RTC before P4 day (processing day 4). The recruiter will also be contacted to assist if they cannot get those IDs. They also follow a new tattoo policy that recruiters need to be aware of. There are several YouTube videos that demonstrate to female recruits proper hair care. If a new recruit is a military dependent – his/her information will appear in DEERS. This also makes it difficult to hide prior medical situations such as asthma, ADD, or an ankle sprain two weeks before shipping to RTC. The Senior Chief over RQAT is rated CRF and works for the Inspector General’s Office. He is the last quality check and his job is to take care of the fleet. He conducts trend analysis on NRS and recruiters if they get AEPI or process a DD214 on 3 different recruits within a 9-month period. Every CRF is screened for staff and that type information is not favorable. The IT system used is called Legal Files, but Master Chief was

not sure if it feeds PRIDE MOD II. The Recruit Quality Assurance Team (RQAT), led by Master Chief McKenna, will send recruits onto medical and legal based on what they identify. Warrior Challenge revealed 75% of all recruits in special programs (i.e., Air Rescue) who fail elect to separate. Females who fail in the special divisions struggle with pull-ups and other physical abilities. Females are not in the 800 Division because it requires a minimum of 20 for threshold. Water polo is a good sport that prepares recruits for special programs; and wrestling and soccer are good sports to prepare for the SEAL program. Any waivers that are required need to be completed in advance, i.e., program waivers. Recruits commented that they would like to have more information in the START GUIDE, i.e., such as damage control related training, and more time to practice swimming prior to boot camp. RTC really does not teach recruits how to swim. About 26% cannot swim but only about 5% say they cannot because they do not want to get ASMOed. It is understood that recruits can be separated 21 days after being ASMOed. All recruits should learn/know rank recognition in advance of boot camp. An estimated 5,000 out of 37,000 recruits will separate during boot camp (~ 14%). Counseling by the Chaplain is now required prior to meeting the mental health evaluators. There were two sites that are recommended for recruits to visit and utilize during DEP, i.e., “New to Navy” and “Read it.”

Chief Williams walked the recruits through the RQAT brief followed by Master Chief McKenna having them focus on 9 particular areas to review in their file for missing, incorrect, or questionable information. The topics were education, recertification (changes to DEP status), parental consent, dependents, prior military, police involvement, victim of or witness to sexual harassment, medical, and illegal drugs. Once these were explained, recruits were asked to stand to their feet if anything applied to them. Originally only 9 males and 2 females stood. After Chief Williams gave hypothetical examples in each of these areas more recruits realized these areas applied to them. Recruits were reminded that the Navy’s drug lab performs tests that are 10 times stronger than any test taken out in town, at an NRS or at MEPS. The urine test includes detectors for maskers, which are drugs taken to disguise the use of illegal drugs or prescription drugs in their systems. If there are any drugs not documented in their record, for whatever reason, they will have problems. The Chief wanted to know about all surgeries, not just major ones. Self-mutilations (cutting, branding, and burning even if done by someone else), suicide or thoughts of suicide were also requested to stand. The importance of being cleared by a MEPS doctor ONLY makes them ready for the significant training ahead. No recruiter, parent, or other figure can clear them. Throughout, recruits were asked to repeat the Navy’s core values...Honor, Courage, Commitment. At the end of the process, there were 17 females and 49 males standing out of the more than 250 recruits in the room. Chief Williams assured them the RQAT staff will do everything in their power to keep recruits there if they are eligible, but this is their only time to get their record corrected for them to remain eligible to stay and continue at RTC. Then, those standing were asked to leave the room for follow-up one-on-one interviews with the RQAT staff. The recruiters in the room were reminded of the consequence of fraudulent enlistments from both the recruits and the recruiter’s perspective. From those that stood, the issues ranged from college credit or transcripts not being included in file to having a sprained wrist in the sixth grade. The RQAT staff was careful to have each recruit keep his/her comments short, direct, and to the immediate point. They also followed up with questions like, “Have you paid off or have a payment plan for all debt related to attending college?” Most issues could be corrected within the recruit’s file. Other issues had to be referred to medical or legal if they could not receive a waiver from the CO. We spoke to a virtually-recruited recruit (Montana) who spent 9 months in DEP, began process by going to a closed recruit station that had a note on the door with a phone number to call to speak with a recruiter. The

recruiter that answered the phone became his recruiter, i.e., recruiter point of contact through DEP although he was virtually recruited. This recruit did not attend any DEP meetings, did a once per week check-in, and met with his recruiter in-person twice prior to boot camp.

We spoke to a second virtually-recruited recruit (Los Angeles California) who utilized Skype during DEP for his interactions, attended DEP meetings interactively with approximately 15 other DEPers, was in DEP between April and November, said he did not learn the required information prior to departing for boot camp, used his book while interacting with the recruiter during online DEP meetings, learned the information on the flight to boot camp, and used “CREW” to connect with the recruiter while in DEP.

After reviewing the other training exercises recruits will be involved in over the course of 8 plus weeks, it was understood that swimming is the most dangerous followed by firefighting. Other issues are related to shin splints, so the Navy has a special floor in Freedom Hall (recruit gym) to reduce shin splints. There was some concern from the RTC staff on how fast they need to prepare for transgender recruits, but the recruiters felt it will be a while since the surgery and prescription medicines have not all been ironed out at MEPS. Recruiters can have the greatest impact by implementing the START Guide in DEP and ensuring recruits can pass the required running and swimming, adhere to the CO’s Top Six and know the information within the guide.

### **Day 3:**

#### **Friday, 6 January 2017**

**Subject(s):** Battle Stations-21 tour, breakfast with performing divisions recruits, Battle Stations-21 to observe capping ceremony, observe recruit graduation, and RDC “C” School Roundtable

**Notes/takeaways:** THU recruits are useful around the command for assisting with new recruits and are a positive influence to other recruits. There are about 4K separations each year. Most of the ASMO programs were explained at the RDC “C” School Roundtable. ASMO (Assignment Memorandum Order) is used to put a recruit into a Special Program Division to help them, which includes Fitness Improvement Training (FIT), Recruit Convalescent Unit (RCU), Fundamental Applied Skills Training (FAST), Counsel and Advocate in a Recruit Environment (CARE) and Personal Applied Skills Streaming (PASS is for anger issues). Some programs involve a break in training. Nearly 100% of recruits that participate in PASS or CARE do not ASMO out. Recruits must be prepared to “let the street life go.” RTC loses about 18 to 20% per division. Appeals typically do not get signed, but about 50% put in appeals before they separate. Home sickness is labeled as an Unspecified Adjustment Disorder. Recruits should have an opportunity to speak with their recruiter to get the “real” story when they are in jeopardy of going home or not graduating on time. Sometimes, it is difficult to explain the circumstances, i.e., especially to parents, but recruits can tell recruiters directly since they have, in some cases, a 6 plus month relationship of being accountable to their recruiter. This can help calm parents down, get the recruit refocused, and allow the recruiter to know if they are disciplined for something they did. This may also help reduce the 30 congressional(s) they get and track a week. Roundtable Q/A were conducted by LT Yeman, NCC Chief Freeman, and Chief Ezernack

Adjourned, departed for airport.



## Appendix L: Virtual Technologies Evaluations

### Virtual Recruiting Technology Notes

- IT available on websites (Facebook, Twitter, YouTube, Instagram, Flickr, Pinterest, Tumblr, Navy4Moms, Google+, Myspace, Chat Room, and LinkedIn)
  - Specific IT to be investigated (Blackboard, Skype Enterprise, PRIDE MOD II, Quizlet, and Simply Hired)
  - IT issues separate from data systems connecting and updating across systems (need two-way—audio/video communication for check-ins and training, a way to document /track the encounter, bandwidth, secure ways to send PII back to recruiter)
  - Social network services can be split into three types: socializing social network services are primarily for socializing with existing friends (e.g., Facebook); networking social network services are primarily for nonsocial interpersonal communication (e.g., LinkedIn, a career and employment-oriented site); and social navigation social network services are primarily for helping users to find specific information or resources (e.g., Goodreads for books).[6]  
[https://en.wikipedia.org/wiki/Social\\_networking\\_service](https://en.wikipedia.org/wiki/Social_networking_service)
1. **Blackboard** – A tool that allows faculty to add resources for students to access online. PowerPoint, Captivate, video, audio, animation, and other applications are created outside of Blackboard and added into it <http://blackboardsupport.calpoly.edu/content/about/whatis.html>
  2. **Skype Enterprise** – You can make video and audio calls, exchange chat messages, and do much more using Skype's software on your computer, mobile phone, or TV. With Skype, you can share a story, celebrate a birthday, learn a language, hold a meeting, or work with colleagues – just about anything you need to do together every day. It is free to start using Skype to speak, see, and instant message other people on Skype, for example. You can even try out group videos with the latest version of Skype, as many as 25 in a group. Notes 8/24/2016: Skype was used on both iPhone and Android devices and during mentoring/interviews because it allows them to see and have a conversation with Future Sailors in DEP, whereas **DCO/DCS** is used for group training because it does text using phone number and passcode. Bandwidth is an issue. <https://support.office.com/en-us/article/Make-and-receive-a-video-call-using-Skype-for-Business-abf62493-670f-4b0d-b2cf-fe03b49caf42>
  3. **PRIDE MOD II** – Personalized Recruiting for Immediate and Delayed Enlistment Modernization II is a tool that supports the process of bringing new recruits into the Navy and assigning them to Navy positions. (Recruiting Force 2030 facilitates “anytime, anywhere” recruiting.) It allows input of U.S. Navy applicant personal information, including the individual’s test results and physical characteristics. PRIDE also enabled Navy recruiters to search for enlisted job quotas based on the inbound recruit’s anticipated ship date to the Recruit Training Center (RTC) in Great Lakes, Illinois, which is the Navy’s only boot camp. It has classification and reservation capability that captures enlisted applicant qualifications data and determines the Navy job ratings for which the applicant is best suited. PRIDE MOD I then matches applicant qualifications to available ratings, determined by the needs of the Navy, and “A” school seat availability. PRIDE MOD II also processes incentives and waivers as required and reserves “A” school seats for recruits. PRIDE MOD II’s capabilities include

implementing electronic forms technology, biometric signatures, workflow management tools for paperless processing, integration of officer and enlisted Active and Reserve component processes, and data exchanges with the U.S. Military Entrance Processing Command (USMEPCOM), Recruit Training Command, and Navy Personnel Command (NPC). One of the benefits is reduction in the number of fraudulent recruits through positive applicant identification using biometric technology. It also allows for more accurately computing lead metrics to establish business efficiencies for recruit processes.

4. **Chat Room** – A website, part of a website, or part of an online service such as America Online, that provides a venue for communities of users with a common interest to communicate in real time. <http://searchmicroservices.techtarget.com/definition/chat-room>
5. **SnapChat** – A popular free mobile app that allows you to send videos and pictures (called snaps), both of which will self-destruct after about 10 seconds of a person's viewing them, to tell a story with pictures (called chats). You can also use "Here" to do live video chats or send cash using SnapCash from your debit card, which is secured with Square (a mobile payments company). There are ways to save snaps to be viewed in a 24-hour period by screenshot, broadcasting snaps to your story, or memories to be organized and saved on SnapChat's servers. Snapchat Discover is a new way to find stories from specific editorial teams. (Need to investigate if recruiters can use this avenue for training.) <http://www.pocket-lint.com/news/131313-what-s-the-point-of-snapchat-and-how-does-it-work>
6. **Vine** – A short-form video sharing service where users can share six-second-long looping video clips. Users' videos are published through Vine's social network and can be shared on other services such as Facebook and Twitter. [https://en.wikipedia.org/wiki/Vine\\_\(service\)](https://en.wikipedia.org/wiki/Vine_(service))
7. **LinkedIn** – A social networking site designed specifically for the business community. <http://whatis.techtarget.com/definition/LinkedIn>
8. **Facebook** – A free social networking site that makes it easy for you to create profiles, upload photos and video, send messages, and keep in touch with friends, family, and colleagues online. <http://whatis.techtarget.com/definition/Facebook>
9. **Twitter** – A free social networking microblogging service that allows registered members (unregistered can only read) to broadcast short posts called tweets. Tweets may include hyperlinks, which are limited to 140 characters. <http://whatis.techtarget.com/definition/Twitter>
10. **YouTube** – A free video sharing website that makes it easy to watch online videos using a PC. <https://www.gcflearnfree.org/youtube/what-is-youtube/1/>
11. **Instagram** – An online mobile (iPhone exclusive) photo-sharing, video-sharing, and social networking service that enables its users to take pictures and videos and share them either publicly or privately on the app or through other social networking platforms (Facebook, Twitter, Tumblr, and Flickr). <https://en.wikipedia.org/wiki/Instagram>

12. **Flickr** – A popular photo-sharing and hosting service with advanced and powerful features (from any device, from anywhere in the world). Pictures can be put in a photo album and grouped by interest. <https://www.cnet.com/news/newbies-guide-to-flickr/>
13. **Pinterest** – A social network that allows users to visually share (bulletin board) and discover new interests by posting (known as “pinning” on Pinterest) images or videos to their own or others' boards. <https://www.infront.com/blogs/the-infront-blog/2014/1/20/what-is-pinterest-and-how-does-it-work>
14. **Tumblr** – Tumblr lets you (kids 13 and up) effortlessly share anything. It is a cross between a social networking site (like Facebook and Twitter) and a blog (i.e., microblog, usually posts short snippets of text and quick snaps as opposed to longer diary style entries). <http://www.chicagonow.com/between-us-parents/2014/07/what-parents-need-to-know-about-tumblr/>
15. **Navy4Moms** – This site is for mothers with kids in the U.S. Navy and for Moms who have questions about Navy life for their kids.
16. **Google+** – An interest-based social network that is owned and operated by Google. It is intergraded with the search engine. <https://en.wikipedia.org/wiki/Google%2B>
17. **Myspace** – A social networking website offering an interactive, user-submitted network of friends, personal profiles, blogs, groups, photos, music, and videos. <https://en.wikipedia.org/wiki/Myspace>
18. **Apple iCloud** – The iCloud Drive lets you save photos, videos, documents, music, files and app data to iCloud. iCloud Drive also works with iCloud.com. You can use it to create, save, and share documents using Pages, Numbers, and Keynote. You get 1 GB of free storage with iCloud.com. It is Apple's cloud-storage **subscription service**; iCloud Drive is like an external hard disk in the sky that is available for iOS devices, Macs, and Windows PCs. It lets you access all of your files and data from any device and keeps your files/folders up to date across your devices. <https://support.apple.com/en-us/HT201104>
19. **Quizlet** – This site is a place where everyone can share knowledge in any subject, at any level, and gain confidence as a learner. All the content in Quizlet is created by its users and 87% share what they create or study. Quizlet provides free study tools for students, teachers, and learners of all ages that can be used in and out of the classroom, on your own or with friends, and on the go with your iOS and Android apps. Using Quizlet is an effective way to get students further engaged in what they are learning, both in the classroom and at home. This site offers six different study modes that appeal to all types of learners, allowing students to use what works best for them and go at their own pace. Teachers can easily create Quizlet classes to share study material with their students quickly and track their progress. With the team-based game, Quizlet Live, it is easy to get the whole class involved, learning the material and how to work together in the process. <https://quizlet.com/>
20. **Simply Hired** – A website where employers can post job openings. <http://www.simplyhired.com/>

21. **Uber** – For riders, Uber is a convenient, inexpensive, and safe taxi service. Hire a private driver to pick you up and take you to your destination with the tap of a button on your phone – and Uber arrive within minutes. Not only is it an on-demand car service, but you can see exactly where the driver is as they come to pick you up. [www.uber.com/](http://www.uber.com/)
22. **Lyft** – An app matches you with local drivers at the tap of a button. The app is cheaper than a taxi, faster than the bus, and easy to use. Use to get an affordable ride in minutes. Lyft Line is a shared ride. It matches you with others going the same way, so you can split the cost. Price is fixed upfront and always less than original. Lyft Plus is a supersized ride with six seats for when you need more space or just want to roll with the entire squad. [www.Lyft.com](http://www.Lyft.com)
23. **Grab** – This site conveniently books a taxi with a few taps on your smartphone. Get a Driver lets you find the nearest available driver. Track Your Driver lets you know your driver's details, location, and estimated arrival time. Share Your Ride lets your family and friends track your ride, and gets to your destination with no worries. <https://www.grab.com/ph/taxi/>
24. **FaceTime** – FaceTime is Apple's video and audio calling service. Think of it as a phone that uses your Wi-Fi or cellular data connection instead of traditional phone lines. You can use it from any iPhone, iPad, iPod touch, or Mac to call anyone else using any one of those devices. <http://www.imore.com/facetime>
25. **ARMDEC SAFE** – This is the U.S. Army Aviation and Missile Research, Development, and Engineering Center Safe Access File Exchange. Application is used to send large files to individuals that would normally be too large to send via email. There are no user accounts for SAFE - authentication is handled via email and CAC. Everyone has access to SAFE, and the application is available for use by anyone. Guests are required to verify their email address (do need a CAC) after uploading each package and cannot send packages to recipients that do not have a .mil or .gov email address. CAC users can add recipients in bulk using a semicolon-delimited list. There is a 14-day, 25-file, and 2-GB limit on uploaded packages before they are deleted. [http://www.nps.edu/Visitors/AMRDEC\\_SAFE\\_Getting\\_Started\\_Guide.pdf](http://www.nps.edu/Visitors/AMRDEC_SAFE_Getting_Started_Guide.pdf)
26. **DCS/DCO** – Defense Collaboration Services (DCS) transitioned from Defense Connect Online (DCO), enables synchronous communication among the Non-secure Internet Protocol Router Network (NIPRNet) and Secure Internet Protocol Routing Network (SIPRNet). The capability includes Web Conferencing (session management, text messaging, application sharing/broadcasting, audio, presence and awareness, voting/polling, video, multiple sessions, and recording) and Instant Messaging (IM). The capability also supports Common Access Card (CAC), select hard token holders, and unanticipated (select DOD mission partners) users. Anticipated users are issued accounts that authorize privileges to manage/control collaboration sessions, whereas unanticipated users are provided ad hoc guest access without pre-specified roles/permissions. <http://www.disa.mil/enterprise-services/applications/defense-collaboration-services>

27. **ZipRecruiter** – An online service that claims to make hiring faster, easier, and cheaper by giving employers the ability to post their open positions to 50+ job boards with just one submission, and for employees to search their large database of job postings. <https://www.ziprecruiter.com/>

### Recruiting District's Need/Use of Technology for Virtual Recruiting

- Display/Communicate avenue between Leads, Prospects, and Future Sailors (it is how they gain information about Navy job and career opportunities).
- Send information to Leads, Prospects, and Future Sailors throughout the Virtual Recruiting process.
- Receive vital information from the Leads, Prospects, Future Sailors, particularly, BIO information is “key”.
- Help facilitate teaching and learning while Future Sailors are being recruited virtually, i.e., within DEP.
- Help organize travel for Future Sailors.
- Develop a mechanism to visually evaluate Leads, Prospects, and Future Sailors as they are being recruited virtually.

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